

Sales Management

DEC 5 1928

ADMI
MARK

WENTY CENTS

AND ADVERTISERS' WEEKLY

DECEMBER 1, 1928



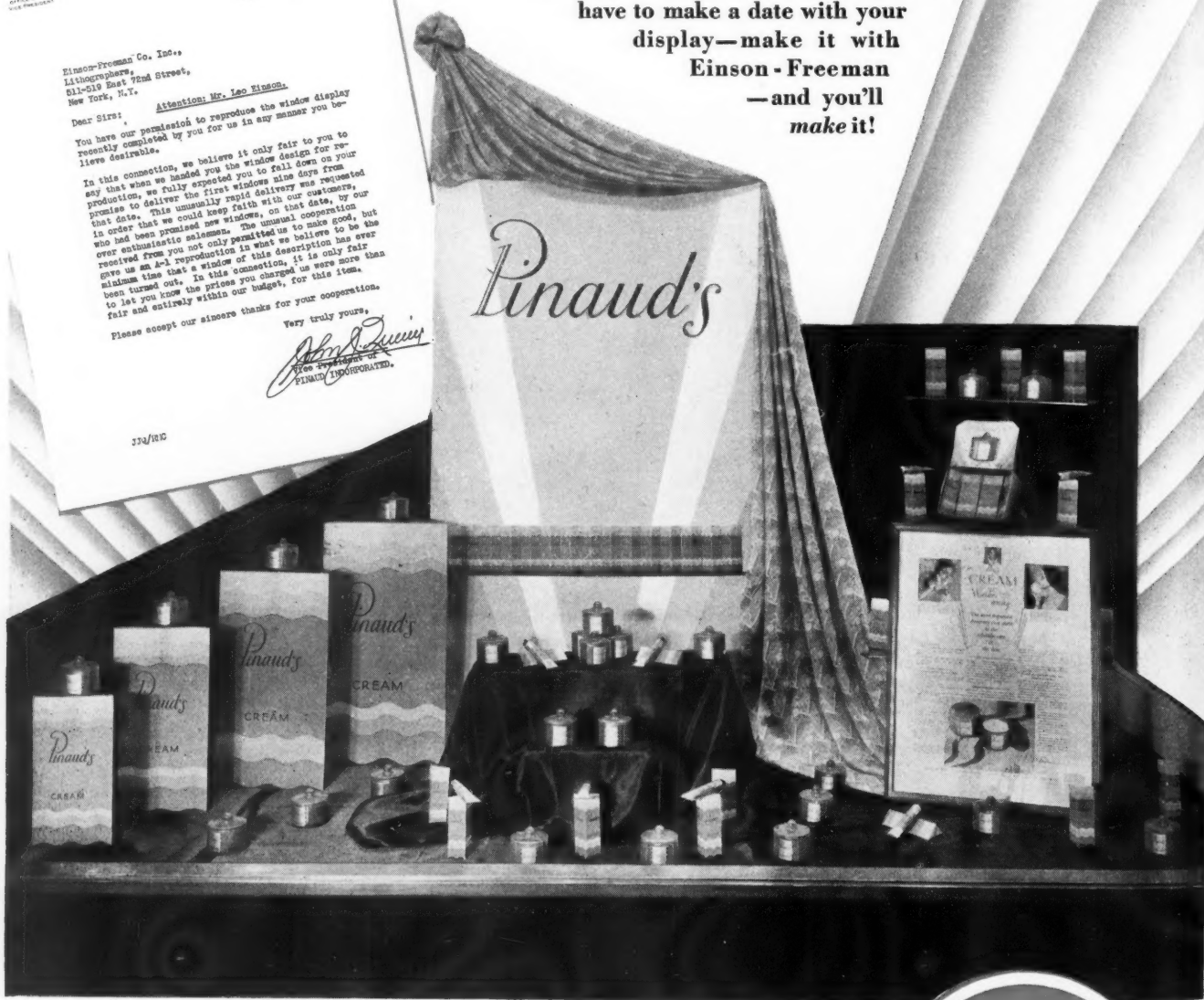
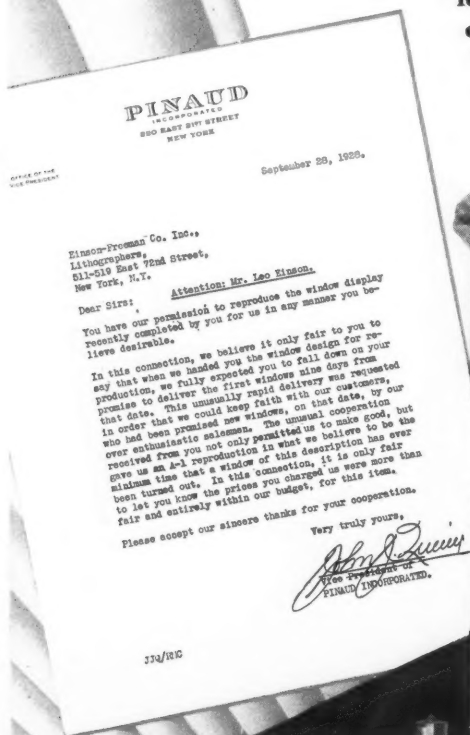
A "Nine-Day Wonder" ...Window Display...

Not in the traditional sense of the phrase—but because it was produced in *nine days*, when it seemed that only a miracle could get it out!

... Sometimes *speed* takes precedence of all other problems in producing a Window Display. And most large advertisers have

learned by experience that when "time is of the essence"—Einson-Freeman always *produces!*...

Why?... Because we perform and control *all* operations under our own roof—art, plates, printing, mounting, die-making, die-cutting, finishing and even mailing! If you have to make a date with your display—make it with Einson-Freeman—and you'll make it!



EINSON-FREEMAN CO., INC.

Lithographers

OFFICES AND COMPLETE MANUFACTURING PLANT
511-519 East 72nd Street • New York City

Specializing
in window and
store display
advertising

VOL. XVI. No. 10
December 1, 1928
Published Every
Saturday

Sales Management

AND ADVERTISERS' WEEKLY

New York Office:
420 Lexington Ave.
Chicago Office:
333 N. Michigan Ave.

CONTENTS

Distribution's Changing Currents	539
<i>By H. C. North</i>	
Crosley Acts First and Explains Later	542
<i>By D. G. Baird</i>	
Are You Trying to Sell Goods in Lilliput?	544
<i>The third of a series of articles by Roy W. Johnson</i>	
A President's Letter to a New Advertising Manager	546
What Business May Expect From the Next President	547
<i>By Frederick M. Feiker, Managing Director, The Associated Business Papers</i>	
North East Solves the Problem of Bootleg Replacements	549
<i>By J. F. Kerwin</i>	
New Sales Problems Created by Montgomery Ward's Retail Stores	551
<i>Conclusion to an interview by Forrest Crissey with George B. Everitt, President, Montgomery Ward & Company, Chicago</i>	
How I Sold the Medical Profession in Great Britain	553
<i>By H. R. Napp, Managing Director, H. R. Napp, Ltd., London</i>	
The Scramble for Style Connotation in Trade-Marks	556
<i>By Waldon Fawcett</i>	
The Advertising Gallery	558-559
The Sales Managers' Book Shelf	560
The Latest News in Sales and Advertising, Beginning on	562
October Newspaper Lineage in Forty-Six Cities	568
Are Giants to Clash?	574
Business Machines and Man Power	574
After the Sale Is Made Good Will Building Begins	574
Is Your Mind on Ticker Tape or Sales Records?	574
Tips for the Sales Manager	583

RAYMOND BILL, *Editor*; HENRY J. WRIGHT, *Advisory Editor*; EUGENE WHITMORE, *Managing Editor*; H. C. NORTH, A. R. HAHN, *Associate Editors*; EUGENE DE LOPATECKI, *Art Editor*; LAWRENCE M. HUGHES, *News Editor*.

Toronto Office:
66 Temperance Street
A. T. TURNER . . . Manager
European Office:
London, W. C. 2
33 Chancery Lane
G. D. YOUNG . . . Manager
Sydney (Australia)
CATTS-PATTERSON CO., LTD.

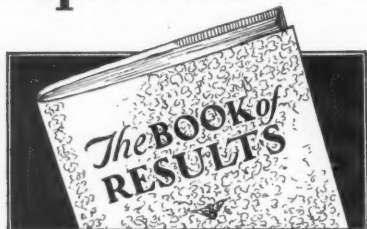
SALES MANAGEMENT, INC.
420 Lexington Avenue, New York, N. Y.

RAYMOND BILL, *President*; PHILIP SALISBURY, J. F. WEINTZ, C. E. LOVEJOY, *Vice-Presidents*; EARL CONSTANTINE, *Treasurer*; T. J. KELLY, *Secretary*; PHILIP SALISBURY, *Director of Advertising*; J. B. KEENEY, *Manager Qualitative Analysis of Media*; M. V. REED, *Eastern Advertising Manager*; R. E. SMALLWOOD, *Circulation Manager*

Subscription Rates: Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for fifty-two issues, anywhere in the United States or its possessions or in Mexico. In Canada, \$4.25, and \$4.50 in foreign countries. Subscriptions to SALES MANAGEMENT & ADVERTISERS' WEEKLY are dropped promptly when they expire.

Established 1918 by The Dartnell Corporation. Member Audit Bureau of Circulation and Associated Business Papers, Inc. Operated in association with Federated Business Publications, Inc. Telephone Lexington 1760, New York. Cable, Elbill, New York.

A BOOK that will interest Impatient Men



WHO WANT THEIR SALES TO GROW

FASTER

ADVERTISING is a means of accomplishing quickly what would happen eventually.

If you make a good product, at the right price, the probabilities are that your sales will grow in proportion to the number of people who are familiar with its advantages. Advertising speeds up sales by telling more people about your product in less time than is possible by any other means.

One of our clients, for example, is a manufacturing concern which had, without advertising, experienced twenty years of consistent growth. But in less than one year of advertising its sales have shown an increase of 26% over its best previous record.

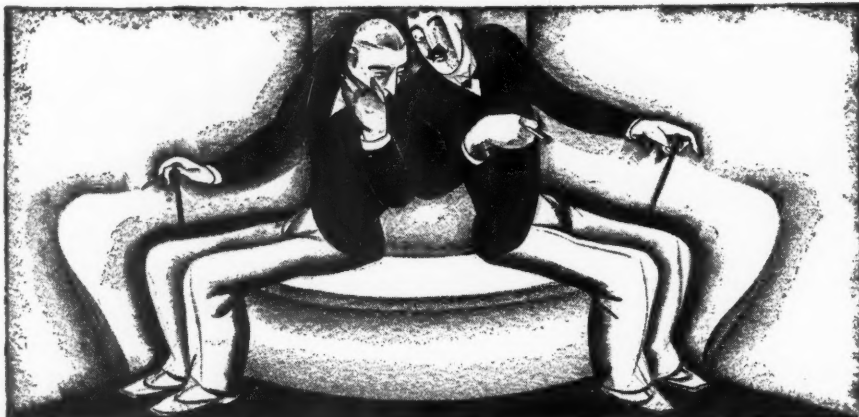
Another client—a non-advertiser for 28 years—has tripled sales in seven years of advertising.

Our "Book of Results," which shows graphically how we have helped these and many other concerns speed up their sales, may suggest ways in which you can make your sales grow faster, too.

Without obligation on your part, one of our executives will be pleased to place this book on your desk, if you will simply drop us a line and appoint a time to suit your convenience.

THE GREEN & VAN SANT COMPANY

A NATIONAL ADVERTISING AGENCY
First National Bank Building
BALTIMORE, MARYLAND



They Say That—

JOHN R. LEE, for several years sales manager of the Dodge Brothers Corporation, has been made assistant to J. E. FIELDS, vice-president in charge of sales for all divisions of the Chrysler Corporation.

CHARLES W. MATHESON, vice-president in charge of sales for De Soto, another Chrysler division, has been made general sales manager of Dodge Brothers—returning to active direction of the sales organization which he headed for some time.

LEROY G. PEED, who recently joined the executive staff of the Chrysler Corporation, has become general sales manager for De Soto.

PAUL R. MAHONEY, formerly export manager of the Wahl Company, Chicago, has been made executive vice-president of the International B. F. Goodrich Company.

R. W. MOUNTEER, formerly special representative of the radio sales division of the Kellogg Switchboard & Supply Company, Chicago, will have charge of central station sales.

HUGH F. NEWMAN has resigned as general sales manager of the Bible Corporation of America, at New York, to become sales manager of the S. L. Weedon Company, publishers of educational books, Cleveland.

A. D. CAMERON, for many years manager of the Lighting Division of the General Electric Company, is now Eastern sales manager of the Hurley Machine Company, with headquarters in New York City. For some years Mr. Cameron was sales manager of the street lighting department of the General Electric Company.

TODD O. KELLOGG, for the last fourteen years with Willys-Overland Company, has been appointed vice-

president in charge of sales of the Elcar Motor Company.

The Pennsylvania-Dixie Cement Corporation has appointed WALTER S. WING general sales manager. Mr. Wing's first business connection, in 1907, was with a subsidiary of the United States Steel Corporation. A year later he was transferred to another subsidiary, the Universal Portland Cement Company—remaining with that company until recently. For thirteen years he was Eastern sales manager of the Universal Company at Pittsburgh.

DAVID C. SPOONER, JR., for the past four months acting publicity manager of the merchandise department of the General Electric Company at Bridgeport, Connecticut, is now manager of the publicity section. He was formerly assistant to the publicity manager, A. L. ATKINSON, who, in June, was made manager of cleaner sales.

B. D. ADAMS has left the Kenning Advertising Service of Los Angeles to become assistant sales manager of the Mahoney Aircraft Company of San Diego and St. Louis.

E. J. STEPHANY of Pittsburgh has become secretary of the natural gas department of the American Gas Association. Until recently he was assistant to the manager of sales and service of the Philadelphia company.

The American Decalcomania Company, of Chicago, has established Western headquarters in San Francisco, under D. W. COHN.

RAY ARNOLD has joined the Cudahy Brothers Company of Milwaukee as advertising director. Previously Mr. Arnold was local advertising manager of the Milwaukee Journal.

Sales Management

AND ADVERTISERS' WEEKLY

VOLUME SIXTEEN, NUMBER TEN

NEW YORK, N. Y., DECEMBER 1, 1928

Distribution's Changing Currents

BY H. C. NORTH

"WE are simply sitting back, maintaining three different channels of distribution side by side, prepared to abandon one or the others as conditions warrant," a leading manufacturer recently told me. "We are watching the other fellow, and we are ready to jump in any direction at any time."

Within the last few months business has witnessed changes in our distributing system on a scale impossible even a few years ago. The largest manufacturer of proprietary medicines has consolidated in a holding company with the largest chain of drug stores in the world without exciting more than casual notice. A huge producer has affiliated himself with fifteen wholesale houses, and further integration with a group of retailers is projected. Yet, as late as 1902, a proposed union of several large wholesale hardware concerns met with a veritable storm of protest, both in the popular and the trade press. It was finally abandoned to the relief of all.

No period in the history of business has brought forth greater uncertainty over methods of distribution than the present. Never have manufacturers been confronted with such a variety of routes leading to the consumer, one of which they must choose, but none of which is free from haz-

In a general way everybody is talking of changes in distribution, but so far most of the talk has been in generalities. In a group of articles, of which this is the first, we will endeavor to reach up into the rarefied air of talk and pull down to earth the facts concerning many sweeping changes in the distribution of shoes, drugs, clothing, tobacco, automobiles, oils, gasoline, hats, refrigerators and candy.

ards. New channels are attractive, but not thoroughly tried; old ones are strewn with failures.

Surveying the maze which constitutes our system of distribution, such a thing as a trend, or a dominant movement, is scarcely discernible. A rapid succession of changes at first seems to be its only plan. Today a manufacturer is selling through wholesalers and jobbers; tomorrow he is selling direct to the retailer. Now he refuses to sell to mail-order houses; again, he sells to chain stores only. Still others refuse to deal with any save the independent dealer.

Retailers are manufacturing. Manufacturers are retailing. Both are wholesaling. Wholesalers are manufacturing, and buying retail outlets. Manufacturers buy wholesalers, who in turn control retail establishments. Retailers buy cooperatively. There are buying clubs, cooperative wholesalers,

cooperative associations, resident buyers, service corporations, guilds, pools and groups. Tomorrow there will be others.

There are enthusiasts for all. There are enemies for all. Emotion is intense; opinions are numerous; dispassionate judgment is uncommon. In no other phase of our economic life have feelings and prejudice clouded the facts as they have those of distribution. Politics, fanaticism, class interest, obscure none too obvious issues.

But if observed from a sufficient distance, through dry eyes, the labyrinth is not without a plan. Each stream in the ever-shifting network ultimately leads to the same goal, the consumer. However it may be diverted, its general direction is always the same.

All the commotion is caused by somebody trying to disentangle him-

self from the maze, and cut a shorter and a better channel between the producer and the consumer.

I am indebted to Fred W. Shibley, vice-president, Bankers Trust Company, New York, for the idea behind the accompanying chart which is used by Mr. Shibley in discussing distribution methods with clients of the bank. It will be found immensely helpful for clearing the way of underbrush, leaving only the ground swells apparent.

"Old Man River" Changes

In examining the chart, distribution should be regarded as a stream which flows from manufacturer to consumer. Like all streams, the smoother and steadier the flow of goods the more efficient and desirable it is.

The first stream of distribution was straight from producer to the public. It ran naturally, without interruption, or artificial power. Questions of style, difficulties with price, and doubt about buying power were negligible; for the producer could keep his eye on the stream, and gauge his buyers by the quickening or slackening of its current. He was close to the public, with full knowledge of its habits and needs.

Soon, however, another man spied the smooth-running stream, and built a dam across it close to the consumer, explaining that from his position he could more accurately regulate the flow. And for this service of opening and closing his water gates, which he could do perfectly from his point of vantage, he collected a small tax. He was the retailer.

As time went on, the retailer came to be considered a part of the stream itself, natural and necessary. And then a second man built a second dam, close to the retailer. From the site which he selected, he said, he could better adjust and aid the manufacturer in keeping the retailer's pond

well filled, neither too shallow nor running over. For this improvement he, too, collected a small tax. He was the wholesaler.

Years passed, and the wholesaler, efficiently managing the flow into and out of his reservoir, had become a part of the natural scheme of things. A third dam was built between him and the manufacturer, with various and logical explanations. The stream flowed still more vigorously because of the latest settler, the intermediate manufacturer or packer, who also collected his fee.

Then followed a commission agent, with his dam near to the producer, and between him and the packer a converter contributed his services.

The Remote Manufacturer

Meanwhile, the manufacturer found less and less occasion to look down his stream of distribution. It was so well managed by his many assistants that it took none of his time, and he could devote all his hours to making goods and dumping them into the channel. Where they went he did not know; he could no longer see the consumer because of the many obstructions. In fact, it had become altogether improper for him to glance in that direction. Which was the only normal way of doing business.

With the passage of years, the original stream was entirely forgotten; only the improvements received attention. They were God-given and integral with nature itself. No one could inspect the entire river for fear of trespassing on his neighbor's prop-

erty. And each concerned himself more and more with his own flood-gate, with ever less attention to its effect on the general flow.

None save the consumer was quick to resent the now uneven current. He found it increasingly difficult to obtain a dependable or satisfactory supply from the river at whose mouth he lived. Either a flood or a dribble, sometimes stagnant, sometimes muddy, but always minus a greater tax from the owners of the dams, took the place of what should have been a steady stream. So he replenished his well less frequently from the delta, and scanned the field for new sources.

The consumer had developed what the owners of the dam sites called sales resistance. As a consequence, the retailer awoke one day to find the stream backing up into his own pond, and it continued to back up until it affected the functioning of the wholesaler's gates; then the packer's, and the converter's, and the commission agent's. The manufacturer was literally flooded with the goods which he had produced but could not move through the river clogged and clotted.

A newcomer on the scene, hoping to hasten the flow, ventured to trespass on the stream. Believing the

¶ Not long after another dam appeared. This was the wholesaler.

¶ Soon a dam was built across the stream. This was the retailer.

¶ The first stream of distribution was straight from producer to consumer.



many obstructions hopeless, he dug a new channel on the left bank, straight from the producer—past the commission agent, the converter, the packer, the jobber and the retailer—direct to the consumer. He was the mail-order house.

His canal grew with increasing volume, and attracted the attention of a second intruder. And he in turn dug another ditch, on the right bank, direct from producer to consumer. He was known as the chain store.

Both prospered to such an extent that the converter, the intermediate manufacturer, and the wholesaler found their stream drying up; and in an attempt to keep their gates busy, they ran small rivulets, to the right and to the left, selling to both unwelcome strangers.

Encouraged, the producer speeded up his mill; and to keep the wheels

¶ . . . a third dam then became a part of the scheme of things.

his stream dwindling, looked to the further bank. There he saw the swollen current of the chain store. A new channel, the mail-order chain store, was the result.

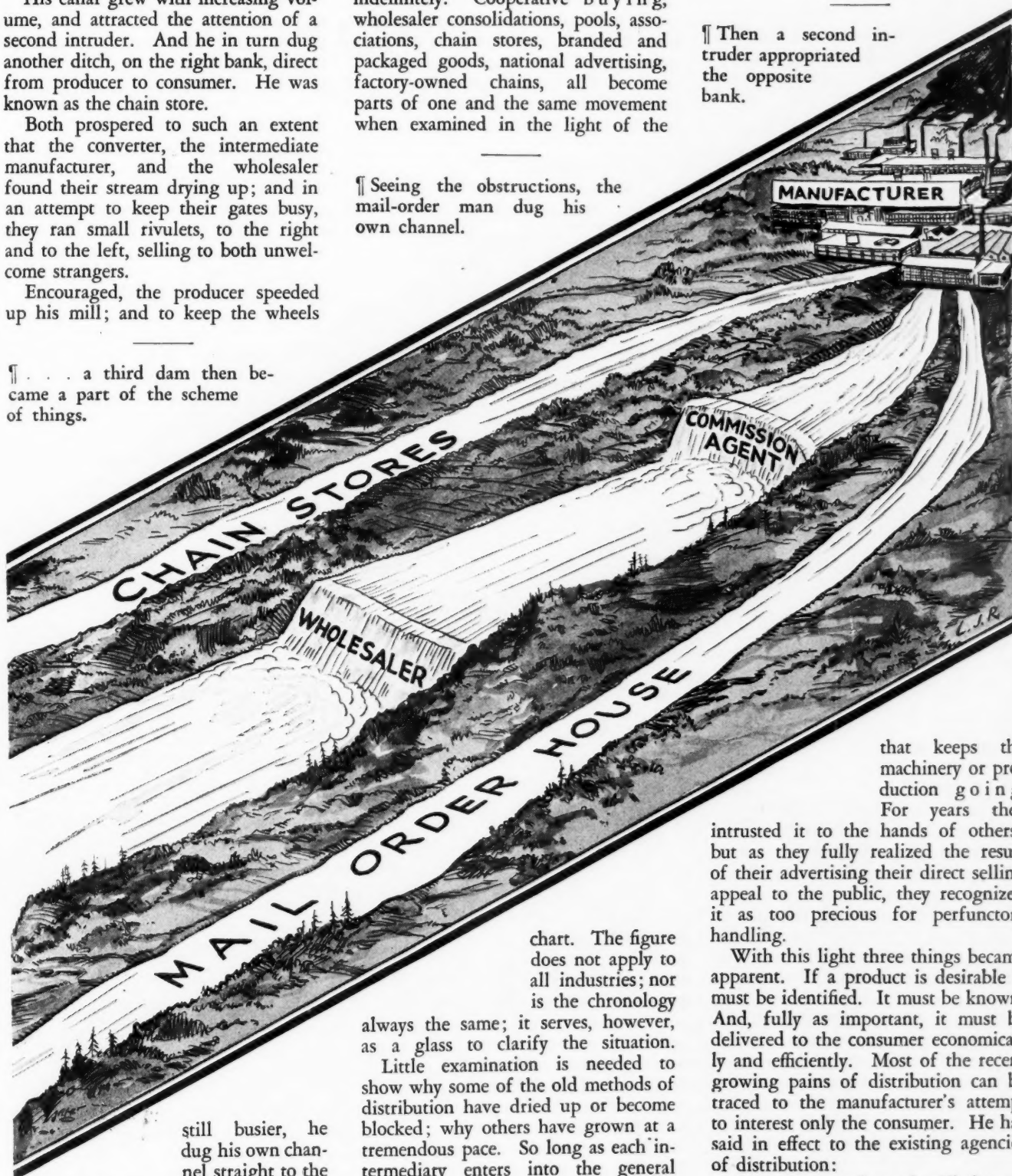
* * *

The analogy could be carried out indefinitely. Cooperative buying, wholesaler consolidations, pools, associations, chain stores, branded and packaged goods, national advertising, factory-owned chains, all become parts of one and the same movement when examined in the light of the

¶ Seeing the obstructions, the mail-order man dug his own channel.

ment that hovers over the streams, manufacturers have seen one thing clearly. They have discovered through their brands and trade-marks an asset far more valuable than their plants and machinery. That is consumer good will. It is the real motive power

¶ Then a second intruder appropriated the opposite bank.



still busier, he dug his own channel straight to the retailer; the stream grew to a river called direct selling. Then he dug yet another ditch, this time from factory to consumer. It was the establishment of the manufacturer's own retail outlets.

Later, the mail-order house, finding

always the same; it serves, however, as a glass to clarify the situation.

Little examination is needed to show why some of the old methods of distribution have dried up or become blocked; why others have grown at a tremendous pace. So long as each intermediary enters into the general scheme of things, as aid and auxiliary, he has an economic and necessary place: he is a reservoir which abets and regulates the flow.

Despite all the bitterness that has attended radical changes in methods of distribution, and the cloud of senti-

chart. The figure does not apply to all industries; nor is the chronology

that keeps the machinery or production going. For years they intrusted it to the hands of others; but as they fully realized the result of their advertising their direct selling appeal to the public, they recognized it as too precious for perfunctory handling.

With this light three things became apparent. If a product is desirable it must be identified. It must be known. And, fully as important, it must be delivered to the consumer economically and efficiently. Most of the recent growing pains of distribution can be traced to the manufacturer's attempt to interest only the consumer. He has said in effect to the existing agencies of distribution:

"I have created good will for my product, and the consumer is interested in me. Hereafter I shall devote my time to pleasing him in selling my goods. Where you can serve him economically the business is yours.

(Continued on page 570)

Crosley ACTS First

How Crosley Reduced Distributors From Tactics Over Night, and Chalked Up a

BY D. G. BAIRD



"I UNDERSTAND that you want specialty salesmen to give radio demonstrations in homes," was the greeting which met several thousand Crosley radio dealers when they opened for business one Monday morning a few months ago.

Perhaps they did and perhaps they didn't. The thought had been suggested to them a few days before and some of them had placed "Salesmen Wanted" cards in their display windows, but most of them hadn't had time to think the matter over. It takes the average dealer a long time to make up his mind, and even then he is inclined to proceed with caution.

"What made you think I wanted salesmen?" many a dealer asked, whereupon the applicant produced a want ad, clipped from the local Sunday paper: Wanted, specialty salesmen to give radio demonstrations in homes. Apply to any Crosley radio dealer.

That advertisement had appeared in more than 300 of the leading newspapers of the country, and it was repeated three or four weeks in succession, until every Crosley radio dealer in the country who was willing to employ outside salesmen had been given an opportunity to select a satisfactory crew of men right in his own store, without having once intimated to anyone that he was looking for salesmen.

Leader in Fastest-Changing Industry

The advertisement was published by the Crosley Radio Corporation, of course, and the incident was typical of Powel Crosley, Jr., president of the corporation. Mr. Crosley commonly acts first and, if necessary, explains later. While others are thinking of trying out some new plan of merchandising, he goes ahead and tries it, and by the time the others have decided to try it too, he is ready to introduce some other new idea. That is one of the principal reasons why he has become recognized as an outstanding leader in the fastest-growing and fastest-changing industry ever known.

Several months before the advertisement quoted above appeared, in April to be exact, Crosley had come out with national magazine advertisements featuring a five days' free trial offer and inviting prospects to call on their nearest Crosley dealer to secure a set on this trial plan.

That is said to have been the first time any radio manufacturer ever advertised any such proposition nationally. Before the season was very far advanced, practically all of them were doing the same thing. Then Crosley was ready to take another radical step to get

Crosley is said to have led the entire radio industry in advertising a free trial in the home for radio sets, and in developing a direct selling plan through company dealers.

and Explains Later

275 to 100, Reversed Sales Huge Sales Increase for 1928

ahead of competition and to be first in introducing new merchandising plans, and the direct selling plan was sprung on an unsuspecting industry. Again the others followed Crosley's lead and today practically all leading makes of radio sets are being sold direct. It is estimated that 85 per cent of all set sales now are made through home demonstrations.

Home Demonstrations

"The free trial proposition was necessary to meet the existing conditions," Mr. Crosley explained. "With the great improvements that have been made this year in receiving sets, it is necessary for one to hear them to appreciate them fully, and many prospects are rather sceptical of salesroom demonstrations. They are curious to know just how the set will sound and look in their own homes. They would rather like to know, too, whether it is as easy to operate as is claimed. Furthermore, some of them have had unpleasant experiences with radio sets in the past. Finally, with everybody claiming everything for his set, the only basis on which the prospect can really decide intelligently is that of an actual trial in his own home.

"We were sure that if these people could try our sets in their homes, a very large percentage of them would buy. But the radio trade journals had consistently and insistently opposed free trials and home demonstrations. If we had undertaken to persuade our dealers to offer a free trial proposition themselves, we would have had a lot of resistance and inertia to overcome, and the offer wouldn't have been general throughout the country.

"We took a short cut right to the prospect. We came out in favor of the free trial plan in our dealer announcements, then without further ceremony proceeded to offer a five days' free trial in our national advertising. That sent prospects everywhere to their local dealers for sets on trial and the dealers couldn't very well deny them. We knew we were right and experience has confirmed our conviction, for practically all makes of sets

now are offered on free trial. If we had stopped to sell the plan to all the dealers, we wouldn't have been using it yet, probably, and certainly we wouldn't have sold as many sets as we have sold this year.

"The free trial offer brought in many good prospects and increased sales very substantially, but that alone was not enough. Look up at the roofs of homes and see how many antennas there are. Those antennas mark the owners of obsolete radio sets—about seven and a half million of them in the country. Those sets are obsolete not only because they are battery operated, whereas the modern receivers use no batteries, but also because they reproduce only part of the tones broadcast, whereas the new receivers this year reproduce practically the entire musical scale. We know this and our dealers know it, but many of these non-technical radio owners do not know it. To them, a radio has been a marvelous thing, even though its reproduction has not been entirely truthful. They really think, in many instances, that they have splendid sets, when we who are accustomed to the improved receivers wonder how they can endure such reception.

Specialty Salesmen Needed

"These set owners are satisfied—even proud of their sets—and it isn't likely they are going to enter a dealer's salesroom to buy a new set of their own accord unless in some way they are convinced of the vast superiority of the improved receivers.

"The one way to convince them is to take a set out to their home, give them a demonstration and comparison, and let their own ears be the judge. Our free trial offer won't bring many of them in, for remember that they are satisfied with their old sets, so we have to go to them unsolicited. That means direct selling.

"We got out a big broadside explaining this to the dealers and recommending that they employ outside salesmen. Then just to help them get started right, we published an ad in over 300 newspapers, stating that



Photo by J. Anthony Bill

Powell Crosley, Jr.

specialty salesmen were wanted to give radio demonstrations in homes and directing those interested to call on any Crosley dealer.

"Our dealers are not required to employ outside salesmen, but we recommend that they do so and we give them as much help as we can in that respect. As a result of our advertising, many dealers who wouldn't have taken the initiative and recruited a sales force themselves went ahead and engaged salesmen when they found them camped on their doorstep ready to go to work for them, and again we sold more sets than we would have sold if we hadn't done something of the kind to encourage the dealers to sell more aggressively."

Another of Mr. Crosley's bold moves, and one which in a way made possible the success of those already discussed, was made at the beginning of the current year, when he determined that Crosley distributors thereafter should distribute Crosley and Amrad products only in the radio line. He is chairman of the board of directors of the Amrad Corporation, which manufacture a line of high-

(Continued on page 580)

This is the Third of a Series of Articles Pointing Out Are You Trying to Sell

4

VARIETY

Tiring of Advertising Tie-Up Screen Stars and Studios Refuse Commercial Offers

Los Angeles, Nov. 13.

Studio publicity offices are being submerged with countless requests for exploitation tie-ups and screen personality endorsements for national and locally advertising products.

The racket has become so common that a number of the studios and screen personalities are refusing to lend their support to this form of publicity, believing that the value of the novelty has worked out its usefulness long ago and a continuance can only result in undermining their popularity.

This attitude is forcing a number of the national advertisers to spend large sums and put forth inexhaustible effort to procure endorsements from big screen names.

One of the largest cigarette advertisers wishing to compete with Lucky Strikes, one of the pioneers in this form of exploitation, found it necessary to engage the services of a fan magazine publisher to secure the endorsements for them. The publisher is said to have been given \$50,000 advertising appropriation for this work, but when approaching some of the big names, he found it necessary in a number of cases to make certain publication concessions in the way of space and covers in his magazine before he could get the players to sign.

Another large advertiser of soap with over \$1,000,000 appropriated to securing endorsements, finds it necessary to have representatives in Hollywood who do nothing but maintain personal contact with the screen players and see that they are furnished with enough soap to keep themselves supplied. This feature is seldom appreciated by the screen actors. Even the movie stars

are beginning to turn their noses at some of advertising's formulas. Instances have already been reported of advertisers fee-

At page 117 of "What About Advertising," by Goode & Powel—a comparatively recent book on the subject, and one of the best—occurs the following concrete expression of the abstraction which governs practically everything that we do or say or think in relation to copy. I quote:

"The average normal American, broadly speaking, celebrates his twenty-fifth birthday by shutting shop mentally and refusing to accept any new ideas. He has then the literate capacity of a twelve- or fourteen-year-old child. Many an advertiser may be discouraged to realize that copy aimed anywhere above the comprehension of an eighth-grade schoolboy cuts his audience in half, while any argument over the head of a college freshman misses nine out of ten of his possible prospects. A crowd that can rank Edison above Shakespeare, and Herbert Hoover over Charles Dickens, isn't likely to be much swayed by subtle nuances. Once again the advertiser must seek his simple, sure-fire appeal.

"Your average audience—which means any American audience as soon as you reach into the hundred thousands—is like that; eight-ten-twelve dollar-a-day workers; thirteen- or fourteen-year-old minds scarcely equal to second-year high school. Each gets a book every four months where public libraries reach them; four out of five haven't even this service. And one out of three families have no books in their home. They like Tosti's "Good Bye," David Copperfield, "The Big Parade," "Abie's Irish Rose." They all go to the movies every other week; and about one in four listens to the radio perhaps an hour a day. They

Are we grossly underestimating public intelligence? Have we created a straw man to represent the public, which is actually an alert, keen minded body of people, totally unlike the advertising writer's conception? "Yes," answers Mr. Johnson, presenting his evidence that we are treating the buying public as mental Lilliputians.

like dark blue as a color and lilac as a scent. Writing themselves, they use a vocabulary generally fewer than a thousand words, although each can understand, in reading maybe six thousand. . . .

That, I think, is about as close as anybody can come to a concrete description of the compound abstraction that is designated variously as "the public" "the market" "the audience" or simply and concisely as "they." And this is the procrustean bed on which the advertiser's message must be stretched and made to fit. In most cases the ultimate and unappealable test of copy is its conformity with a pattern which "they" may be assumed to apprehend and relish. The final and unassailable condemnation of a piece of copy is the dictum that "they" will not read it, or cannot understand it, or will in probability dislike it.

Governed by an Abstraction

Every advertising man, and especially every copy man, is governed by this abstraction of abstractions every day of his business life. We all know it, whether we consciously formulate it or not, and we all bow down before it. In private, it is true that we conduct ourselves according to a somewhat different conception of the universe; but in our official capacities this abstract conception of "the public" which we have set up (or have per-

the Need for Greater Freedom in Copy Writing

Goods in LILLIPUT?

BY ROY W.
JOHNSON

mitted our scholastic aides-de-camp to set up for us) does practically govern and determine the facts of advertising.

I do not know of a text book on advertising which does not derive its standards of what is "good" copy from this estimate of the public intelligence, and it forms the foundation and the background for most of the formal training for advertising work.

I am perfectly well aware that this particular abstraction, ostensibly at least, is derived from statistical research, but that fact in itself is hardly sufficient warrant for accepting it as a fulguration of absolute truth. The question may still be raised as to what business it has to be governing the facts of advertising at all; what relation it bears in short, to objective reality in the world of practical results.

And, shocking or even sacrilegious as it may appear, the answer seems to be that it bears no relation at all to objective reality, and has no business whatsoever to be governing the facts.

For just as in our personification of advertising as "force" or "energy" we are dealing with a pure figure of speech, so here: we have simply been driven to metaphor by the unseizable complexity of the real facts, and the kaleidoscope of the real activities.

"Public Intelligence"

The "public intelligence" that we are so concerned about in relation to its ability to understand us, simply does not exist except as metaphor. What actually does exist, on the plane of objective reality, is an indeterminate and quite undefinable diversity of individual intelligences, each whole and complete in itself and an equally undefinable diversity of activities. Such terms as the "public mind," the "public taste," "public opinion" and the like, are indispensable to be sure, but for all that they possess the reality merely of figures of speech. We are only pretending when we set them up as standards or "principles" to which the facts must conform. The facts are under no obligation to do anything of the kind. And actually, of course, the ob-

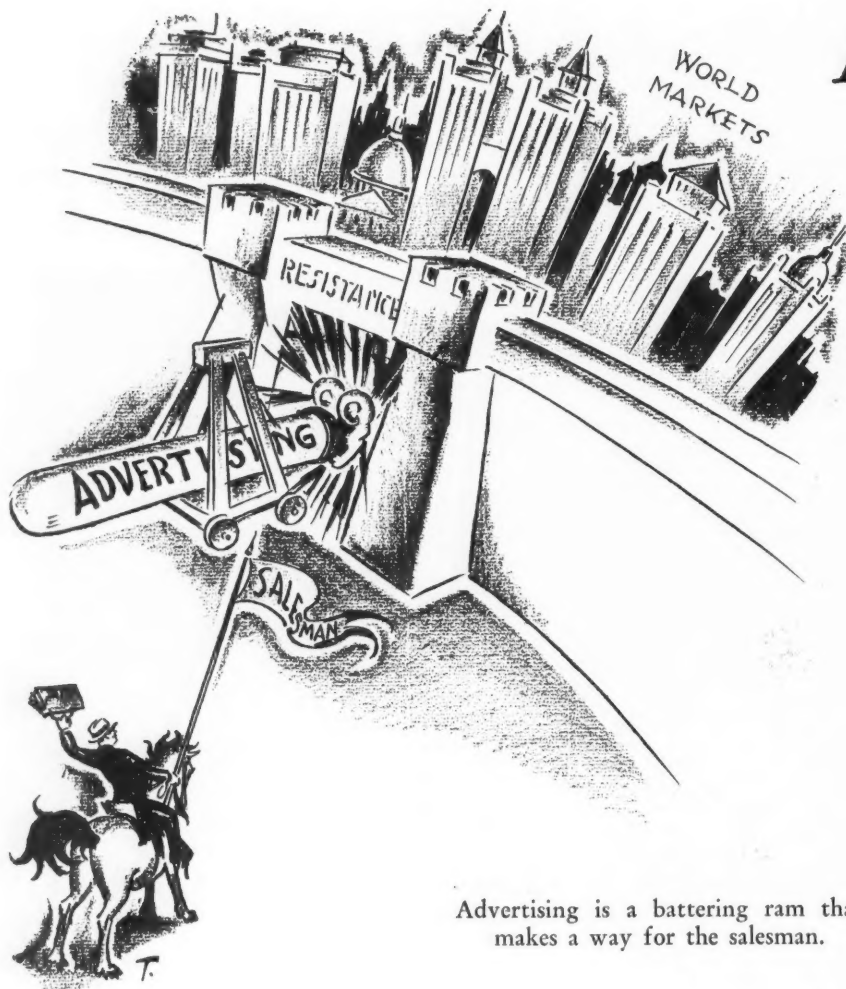


¶ The sort of man Kenneth Goode calls "the average normal American" is nothing more than a mere straw man, created in the minds of the professors, the "intelligence test" advocates and others who think the public is only a collection of dumbbells.

ligation is precisely in the opposite direction. The truth and the value of our abstract figure of speech depends upon its conformity with the facts, which are constantly changing, and not vice versa.

So in setting up this abstract conception of the public as a standard to

which the facts of advertising must conform, we are engaging in the same kind of thinking that I tried to identify in the preceding article. We draw an abstraction from a part of the facts (by a statistical process, in this instance), and turn it back to govern the
(Continued on page 572)



Advertising is a battering ram that makes a way for the salesman.

(EDITOR'S NOTE: While in many sales organizations the sales manager is also in charge of the advertising, in this case, due to certain unusual factors in the company set-up, the advertising manager is a twin-executive to the vice-president in charge of sales. In the following excerpts from the president's message to a new advertising director, we have, for obvious reasons, substituted fictitious names. However, we are printing portions of the letter here because we believe this president has presented such a practical, constructive outline for getting the company's advertising program in step with sales, production and other divisions of the business.)

DEAR Fred:

The position of advertising manager of the Moulton Manufacturing Company is one replete with both responsibility and opportunity. To my mind, the advertising manager is a salesman; in fact he should be a super-salesman. This does not necessarily imply that the advertising manager should have had long years of road experience, but he should certainly possess the sales point of view . . . the only function of any business is to sell goods or a service. No matter how efficiently an organization may produce, they will quickly pass out of the picture unless they can market their product. The men who perform this function directly are the salesmen.

Advertising is a force that is called into play to help the salesmen sell

goods . . . this does not imply that the advertising makes the work of the salesmen easier, but does mean that each salesman can increase his efficiency and increase his selling power by the force of the advertising behind him.

The duty of the advertising manager, therefore, is to see that the tremendous force of the Moulton advertising is so used and so marketed that the most efficiency is developed. Advertising should be sold just as goods are sold. It is a product that has a market. The purpose of this letter is to point out to you some of the methods through which the advertising manager of this organization can market his product and best develop his opportunities to the service of the Moulton organization.

The advertising manager has three duties: contact with the Moulton company; contact with the trade, and contact with the advertising agency.

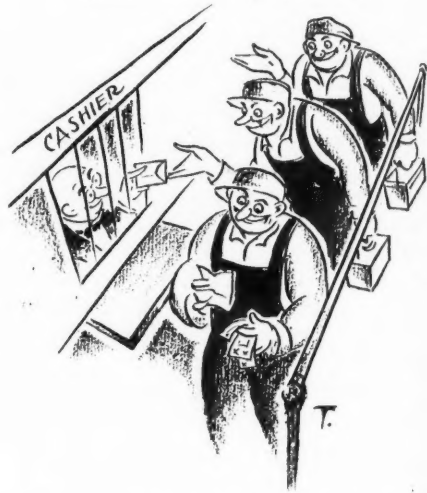
There are five points of company contact for the advertising manager:

1. Management.
2. Production.
3. Stylists and designers.
4. Sales.
5. Personnel.

A President's Letter to a New Advertising Manager

Close contact with the management is necessary to know in advance projected changes in policy, in establishment of new plants, sales offices and departments. Each change and addition under consideration by the management entails a wealth of detail that the advertising manager should be prepared to handle. The advertising manager should be present at each meeting of the management committee. When any change of policy is under advisement, his mind should at once catalogue the changes this entails. A few of these changes are, for example: Stationery: Must the headings be changed? Display material: Alterations in names and addition of places? Advertisements: Any advertisements scheduled for appearance that must be changed? Telephone listings: Additions or alterations? Notices of change: Must notices be sent salesmen or the trade or advertisements prepared to notify the public?

(Continued on page 575)



Pay envelope enclosures and other inexpensive methods of employee propaganda are available to the advertising manager for his task of selling the Moulton employees.

What Business May Expect from the Next President

BY FREDERICK M. FEIKER

Managing Director, The Associated Business Papers

Frederick M. Feiker, managing director of the Associated Business Papers, has had an unusual opportunity for close observation of the methods of our next President. He was assistant to Herbert Hoover in the Department of Commerce in 1921; special agent of the Bureau of Foreign and Domestic Commerce in 1922; vice-president of the Society for Electrical Development from 1923 to 1927 when he took up his present work for the Associated Business Papers. Prior to his connection with the Department of Commerce he was editor of the *Electrical World*, *Factory* and chairman of the editorial board, *System* and *Factory* magazines. Trained as an electrical engineer, his early experience was as a technical writer for General Electric Company.



F. M. Feiker

FOR the next decade the development of the United States will be profoundly influenced by a new type of man as President. So definitely is Herbert Hoover "different" in his approach to the administrative task of President, that we may expect that he will carry through not only a very concrete program of broad social and economic significance, but that he will institute a "method" of putting such programs into action that may be a contribution to the philosophy of democracy as a method of government.

Sales managers and advertising men will especially appreciate the unique position of our President as a leader of thought and opinion in our nation. He has, of course, constitutional duties and a background of precedent which guide him in his relations to the government of our nation, but he is in addition the head of a great advertising center of new ideas. Washington as a date line is news. What the President of the United States says is news. The great prestige of the office

can be put to constructive leadership in social and economic problems as in no other nation.

It is strikingly true that the United States has entered a new era in its development. We have entered a time of planning what shall be our national policies and programs for the development of this nation. The history of our country reviewed broadly reveals that almost every President since Washington has been getting into war or getting out of it. Washington and Jefferson among our first Presidents had great plans for national development. Washington's administrative mind grasped the possibilities even in 1790 of a national unity on fundamental problems of transportation, of foreign relations, of industrial and commercial growth. The Louisiana Purchase consummated by Thomas Jefferson was one of his great contributions to our national economy.

Then came wars. Broadly speaking, up to the time of Roosevelt and Taft every President has had a before or after war situation on his hands. Dur-

ing the administrations of Roosevelt and Taft the national conservation movement was projected and the plan for government reorganization, for more efficient functioning, was inaugurated. The Federal Reserve System, inaugurated in Wilson's administration, affords another example of national planning. Then the nation plunged again into war under a President, Woodrow Wilson, who, if fate had not otherwise decreed, would have made one of the outstanding contributions to our economic and social advance. Instead, he was forced to shoulder and carry through a program of war with all its destructive and malign social and economic wastes. Since the great war our Presidents have primarily been concerned with cleaning up the wastages of the conflict of nations.

Now facing the next decade, we as a nation are amalgamated as never before. The breaking of the solid South at the November election has much more than a dramatic political significance. President-Elect Hoover has the whole nation as never before waiting for leadership in a united attack on national problems.

It is not the purpose of this brief article to review these many problems. We can trust to our next President to

state his conception of a social and economic program for the nation. Rather it would seem to be in order to prepare the way for that leadership by inventorying Hoover's accomplishments not in terms of merely recording them, but to discover in them the way to further action.

Hoover is a "how" man. There are many men who have capacity to *arouse*, some who can tell *why*, but fewer who can suggest *how*. Our next President's primary capacity for leadership, is his ability to synthesize a plan out of a welter of facts and opinions, and then to fight mightily for its adoption.

It is by no chance that the Department of Commerce has been a department of accomplishment under his leadership. There has been no fundamental change in the law establishing its place and purpose. As Secretary, Mr. Hoover coordinated this instrument of government as a great service bureau to the business of the United States.

A Business Basis

Business may expect the next President to put government on a business basis. To Mr. Hoover democracy is a spiritual ideal that needs practical machinery for effective expression in practical government. To accomplish this he holds that the two-party system of government, and the necessity for decentralization of government through the maintenance of State sovereignty and the correction of the faulty organization of the Federal executive establishment, are essential. Governmental machinery has grown with the growth of the country.

The enlargement of governmental problems and the burdens from wars has resulted in a confusion of policies, divided responsibilities, the duplication of activities and facilities—all contributing to the high cost of government.

When Mr. Hoover took office as Secretary of Commerce in 1921 he reviewed the problem of reducing waste in government by reorganization of the executive establishment. Practically the only progress made in that direction during that period has been in cooperation with the Department of Commerce. As soon as he took hold of the department he proposed a reorganization of its activities, the objective of which was to change the character of government relations with business from that of interference to that of cooperation.

Here was something new—a conception of government as a service agency. Government was to serve business and not to harass it; to give assistance to

the agencies of commerce in every service of public welfare, not simply to regulate them. In the space of a few months the Department of Commerce was transformed into an active branch of the government with an organization paralleling in many respects any great private business enterprise. The reorganization was effected through the counsel and cooperation of many of the country's foremost industrial and commercial executives. At every step the industries concerned were consulted and frequently specialists from their own personnel were called to the service of the department to help in making the reorganization effective.

The new departure in government administration made by Mr. Hoover brought the Department of Commerce into many direct and varied contacts with the business pulse of the country that have since contributed materially to furthering its usefulness, while administrative reorganization has resulted in effective application of expenditures and direct economies in operating the vast organization of more than 11,000 persons. Among the more important internal reorganizations was that in the Bureau of Foreign and Domestic Commerce where practically every major industry in the United States now is represented by a staff of key men whose trade promotion services on behalf of the industry are directed by advisory committees from the industry.

Additions to Department

In his own department Mr. Hoover was able to accomplish his purpose with little difficulty. Beyond that, he could not go far without appropriate authority from Congress, but, under the direction of the President, the transfer of the Patent Office and the Bureau of Mines from the Department of the Interior in 1925 was accomplished by executive order of President Coolidge, after he had convinced both the President and Dr. Hubert Work, Secretary of the Interior, of the desirability of incorporating these agencies with the business department of the government.

The Patent Office was placed under Secretary Hoover's jurisdiction after having been in the Interior Department for seventy-six years. It was made a division of the Commerce department on the theory that invention is the mainspring of industrial progress and that the function of government in protecting men in their inventions and enabling them to get the fruits of their ingenuity belongs to the department that stands in the closest relationship to science, industry and commerce.

Established in the Department of the Interior in 1910 by act of Congress the Bureau of Mines was transferred to the Department of Commerce fifteen years later. During this period mining activity had developed beyond the simple exploitation of the mineral resources of the public domain into an industry representing millions of dollars in invested capital. This development brought on a change in the character of its contacts with the government that was given recognition when the transfer to the Commerce department was effected. Since then, the Bureau of Mines has been giving more attention to the economic problems of the mineral industry and is also carrying on the work the Geological Survey had done in compiling statistics of mineral production.

Improving Organization

For years Congress has had under consideration the task of improving the organization of the executive establishment. Important steps were taken with the establishment of government employment based upon the merit and establishment of adequate control of appropriations through the budget system but all proposals for correcting the bad functional organization under which 200 different bureaus, boards and commissions have been scattered without reference to their activities among ten different executive departments, with forty more independent agencies operating under the nominal direction of the President of Congress, have been futile.

Mr. Hoover is confident that with the support of Congress the reorganization brought about in the Department of Commerce can be extended to the other executive departments. In his address of acceptance on August 11th at Palo Alto, he stated:

"Our Republican presidents have repeatedly recommended to Congress that it would not only greatly reduce expenses of business in their contacts with government but that a great reduction could be made in governmental expenditure and more consistent and continued national policies could be developed if we could secure the grouping of these agencies devoted to one major purpose under single responsibility and authority. I have had the good fortune to be able to carry out such reorganization in respect to the Department of Commerce. The results have amply justified its expansion to other departments and I should consider it an obligation to enlist the support of Congress to effect it."

Mr. Hoover's reorganization plan contemplates three primary reforms:

(Continued on page 566)



Automobile replacements have become a merchandise line instead of a service line as formerly. To get its line into as many depots as possible, of the kind pictured here, is now the chief aim of North East Service Company, Inc.

North East Solves the Problem of Bootleg Replacements BY J. F. KERWIN

A MARKET analysis, begun about two and a half years ago, followed up with scientific quotas and well-directed selling plans, has produced an increase of 7 per cent per car in the sale of replacement parts, boosted the total sales far over the ambitious quota set for this year, and influenced some major policies of the North East Service Company, Inc., the service parts and automobile accessory subsidiary of North East Electric, Inc., Rochester, New York, according to Warren K. Lee, sales manager.

Hit or Miss Basis Formerly

"We used to run our replacement sales on a kind of hit or miss basis," Mr. Lee said. "North East Electric made the starting motors, generators, ignition, speedometers and horns that were built into their cars by several automobile manufacturers and that was our principal business. Such parts are liable to wear and damage though, of course, and to take care of the car owner when replacements were necessary, we operated seven service branches and maintained a large distributor and service station organization throughout the country. We had field men who visited authorized service stations and showed them just exactly how each operation should be performed. We were anxious to have owners of cars using our equipment

get the best possible service when they needed it.

"Their cars were factory-equipped with our products and we just kind of took it for granted that when they required electrical service they would go right to one of our authorized service stations for it.

"They used to do that to a considerable extent. It hasn't been long since it was considered necessary to employ a specialist to do any electrical job on a motor car. Even the automobile dealers who operated first-class service stations sent their electrical repair work to an electrical service station. But conditions changed. Now almost any alley garage will make electrical repairs as readily as others, and he won't necessarily use 'genuine' parts either. The car owner who needs electrical repairs is likely to drive into the handiest garage to have the job done, and of course he never suspects that the replacement parts put in his car may not be the kind that were made especially for that car.

Sales Outlets Only

"Reputable garages used 'genuine' parts in whatever make of car they were repairing, of course, and as garages increased in number and size, our distributors and service stations became more and more sales outlets and less and less repair stations. They sold replacement parts to automobile deal-

ers, electrical service stations, garages, fleet owners and others.

"This being the case, it behooved us to find out as much as possible about the market for replacement parts for the equipment which North East Electric supplies several automobile manufacturers. At the same time we wanted to make a study of the fluctuations of sales during different months of the year and particularly under certain conditions, such as when a car manufacturer brings out a new model.

Replacement Survey

"With these objects in view, we made a careful survey of the entire country to get the population of North East equipped cars in use, rated this in passenger car units (buses and trucks constituting more than passenger car units), then applied a merchandise factor and made adjustments to take care of known conditions in different territories.

"These adjustments were determined by such factors as density of population, per capita wealth, climate and present degree of prosperity. The car owner in the city takes better care of his car than does the one in the rural districts; for example, service stations are more convenient and he is more likely to have repairs and adjustments made when needed. Climate has some effect on electrical equipment; so do driving conditions. Per capita wealth

and the degree of prosperity determine largely whether the car owner will have replacements made promptly when needed.

"We next broke down this total replacement business per car into replacement units and determined what percentage of the dollar invested in North East replacement parts normally would be spent for each major item, such as ball bearings, rotor arms, breaker points, ignition coils, armatures and numerous others.

"Further analysis enabled us to determine the percentage of the total annual replacement sales normally made each month.

"We learned, further, that the introduction of new-model cars does not materially affect replacement sales. The sales curve is fairly constant and is determined by the production schedules of the manufacturers who use our equipment more than by any other one factor. If we knew what the production of a given manufacturer would be for a year, we could make a very close estimate of our replacement sales for that year.

Establishing Trading Areas

"With the aid of numerous available outlines of trading areas, we next established our trading areas and listed all these statistics for each trading area. A distributor's territory usually embraces several such trading areas, so we supplied each distributor with an analysis of each trading area in his territory and a combined analysis of his entire field.

"With all this information in practical form, we were prepared to establish quotas for ourselves and everyone else concerned in the distribution of North East replacement parts. We could go to each distributor and tell him more about his territory than he himself knew; and we could tell him—and prove our statement—that there was a lot more business there than he had been getting.

"The plan was introduced personally. We hold about forty sales meetings a year in different parts of the country and it was at these meetings that we told the distributors all about the plan, how it was developed, how it would be applied and how it would benefit them.

"Each distributor was assigned a quota in complete detail; his total volume per year and per month in dollars and cents and also in each major replacement item; and he was asked to assign similar quotas to his dealers.

"Here at the home office we keep a card record of the itemized quota for each trading area and for each distributor, and another card record of each distributor's purchases. This purchase

card provides spaces on the front for city, state, name of distributor, his classification, proprietor or manager, buyer, service manager, population, number of North East equipped cars of each make in the territory, and total annual purchases of service parts and of merchandise for the past nine years; on the back are spaces for listing actual purchases of each major item by months, with six months' total, total for year, and total for last year.

Working with Distributors

"Our salesmen are furnished duplicates of these cards and are reminded of matters of importance concerning the different ones. We not only know whether a given distributor is making his quota, but we know also whether he is slipping on any one major item, whether his business for any given month is what it should be, how his sales compare with his performance during each of the past several years, and so on.

"Not only so, but we know the 'North East population' of his territory, we know the conditions there, and we know how much business he should be doing. If he isn't doing it, we want to know why and we want to help him do it.

"We have no closed territories. We have two or more distributors in nearly all principal cities and we occasionally find it necessary to give others some competition, too. It is remarkable how some competition does stimulate a distributor or dealer who has been insisting that he was getting all the business to be had in his territory. Almost invariably he steps out and succeeds in holding his volume, while his competitor also gets some business, so there must have been more business to be had."

Distributors who follow the manufacturer's instructions use practically the same plan in their relations with dealers. They know the market for each major item in the dealer's territory, they know how much he is buying each month, and they are prepared to ferret out causes of failure to get the amount of business that should be forthcoming from that territory.

The distributor's salesmen formerly were little more than trouble men, although they did make a pretense of keeping posted on conditions and doing some selling. They would call on a dealer and after discussing the weather, baseball, politics and hard times they would probably say: "Well, let's go out and call on some car dealers; where'll we go first?"

The electrical dealer would suggest several car dealers, all good friends and customers of his, and the field

man, after a pleasant chat with them, would go on his way under the impression that this dealer was a live wire, a fine chap, and was getting all the business to be had.

Now the field man knows what lines the dealer is selling and what lines he is not selling and, instead of asking him on what car dealers they shall call, he says: "Let's step over and call on the Dodge dealer," or some other that he has reason to believe the electrical dealer is not selling. Or perhaps he calls on a few dealers and garagemen alone and finds out whether, in their opinion, the electrical dealer is the right sort, is giving good service, regular discounts, and so on. If one blurts out that the electrical dealers is a "Sap," the field man inquires into the circumstances and undertakes to make an adjustment. Oftentimes just a little misunderstanding has caused the dealer to lose a valuable account and a third party is able to clear up the matter to their mutual satisfaction.

Discontinue Service Branches

Authorized dealers have to contract for a certain minimum annual volume of each line, and carry an adequate stock, in order to get the maximum discounts, but a dealer often carries one or more lines on such a contract and buys others in small quantities, at the long price. When it is seen that such a dealer is buying a given line in sufficient quantity to justify his signing up for it he is asked why he doesn't do so and get the larger discount. He commonly replies that he doesn't sell very much of that line and wouldn't be justified in stocking it, whereupon the distributor produces his record and says: "Is that so? Well, you bought so much last year and you have bought so much this year, all at the long price, when you might as well have stocked the minimum quantity and had the larger discount."

The advantage in this is that if the dealer stocks a line he will push it, whereas if he doesn't stock it he will only supply actual calls for it.

The analysis of the trading area also enables the distributor to help his dealers line up new accounts and work their territory more intensively.

Getting back to the manufacturer problems again, North East Service in the past eighteen months has discontinued all of the seven service branches which it formerly operated.

"That step was not taken without a bitter conflict," Mr. Lee said. "From the beginning we had gone on the assumption that it was our duty to protect the car owner from the incapable mechanic and to provide the best pos-

(Continued on page 582)

New Sales Problems Created by Montgomery Ward's Retail Stores

The conclusion* to an interview by
Forrest Crissey with

GEORGE B. EVERITT

President, Montgomery Ward & Company, Chicago



"Wherever we have opened a chain store we have tried to fit ourselves into the community in a genuine way," said President Everitt. "Our fixed policy is that our store organization shall identify itself intimately with its community and its civic and social interests." The store at the left is in Lincoln, Nebraska. Above is the use made by one store of the Christmas window display material sent out by the home office.

est and draw crowds, month after month, from a wide trade area. The results of these experiments were so satisfactory that about a year ago the definite chain store plan was launched.

"Who," President Everitt was asked, "is going to lose out in this radical readjustment of retail trade which the success of your chain store plan indicates so conclusively is at hand?"

"I'm cautious about indulging in prophecy," he replied, "and particularly about so sensitive a matter as this. But the figures upon which a prophecy might be based are public property and from them you are free to draw your own conclusions. Here is the present split-up of the retail trade of the United States according to the most recent and authoritative reports available:

	Per Cent
Independent retailers	66.75
Department stores	16.0
Chain stores	8.0
Mail-order houses	4.6

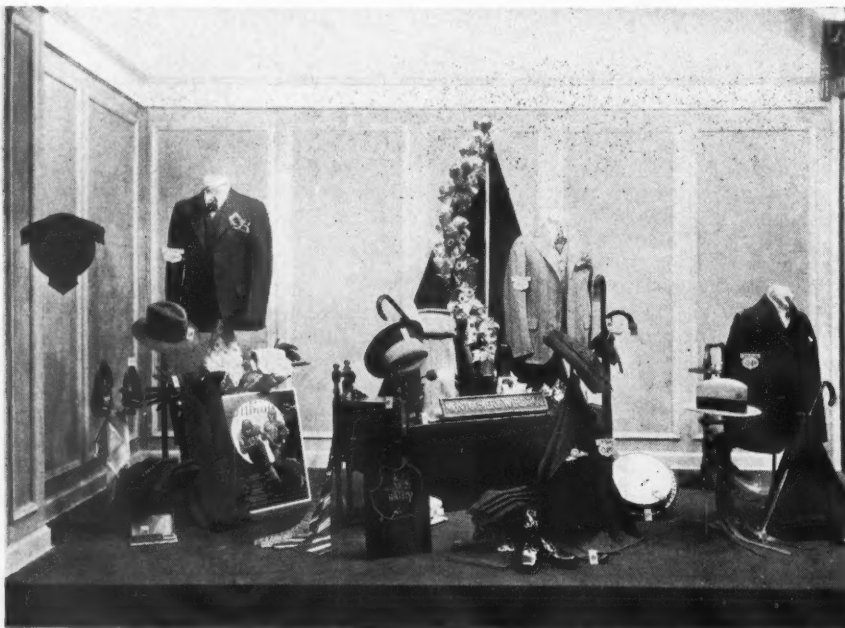
THE country store system of Montgomery Ward & Company's chain is an evolution which started in 1926 with the opening of permanent displays at Marysville, Kansas, and Plymouth, Indiana, and a few other carefully selected towns. They were experiments in personal contact with country customers—for the avowed purpose of securing face-to-face criticisms and suggestions regarding merchandise. The only goods offered for sale over the counter were automobile tires, tubes and a limited range of accessories. They were little more than displays of the more expensive wares listed in the mail-order catalogue.

This experiment was conducted with

* Part I of this article appeared in *SALES MANAGEMENT* for November 24, 1928.

great caution and shrewdness so that its results would stand out in their true significance. In other words, there was no manipulation of the thermometer! No visitor at one of these displays was solicited to order anything; the initiative was left wholly with possible customers. Only when the guest expressed a desire to order something shown in the exhibit or suggested by it were the services of the order-taker permitted.

Every significant reaction of visitors was carefully recorded and reported—especially requests to be permitted to take goods from the display stock without waiting upon the usual process of ordering. Another interesting phase of this experiment was that of determining the holding power of the displays; their ability to maintain inter-



The standard for the Ward stores is high, the organization having adopted the slogan: "Make Ward's the best store in town." How well they have succeeded is evident from the view at the right of a typical Montgomery Ward store. The window above is the Galesburg, Illinois, store's reproduction of a home office photograph.

	Per Cent
Commissary stores	4.5
House-to-house canvassers. .	.13
Co-operative stores02

Other figures indicate that the chain stores are rapidly increasing in popularity as agencies of retail distribution and there is no evidence that either the mail-order houses or the department stores are falling behind. Personally I can't avoid the conclusion that the weaker and less efficient retailers will be forced to yield ground. It would not surprise me greatly to see the more capable independents strengthen their position by consolidated buying, by reducing their operating costs and by using direct-mail advertising to better advantage. My guess is that the independents will hold high place in the All-American Retail League for many years to come."

"And what about the mail-order city department stores?" Mr. Everitt was asked.

"At present we have no plans for going into the big metropolitan centers of population. Our retail department store activity is limited to towns of about 150,000 to 300,000 population where we get in with a store of 40,000 to 75,000 square feet of space. Such a store enables us to have a representative showing of merchandise, including fashions and all women's wear lines. We do not attempt anything



like the regular large city department stores such as Marshall Field & Company, Carson, Pirie, Scott & Company, or Charles A. Stevens & Brothers. Nevertheless, our detached department stores in Tacoma, Duluth, Oklahoma City, Birmingham, Columbus, Ohio, and Spokane are real department stores. Also in Chicago, Kansas City, St. Paul, Baltimore, Fort Worth, Oakland and Portland we have what we call attached department stores, meaning by this that they are attached to our large mail-order plants located in those cities. Denver, Colorado and Albany, New York, where we are now building large mail-order plants, will have attached department stores of this kind."

The millions of automobiles in America—one for each five persons—and good roads on which to drive them have had a powerful and interesting influence upon the recrystallization of retail trade areas. Contrary to the expectations of many—including, I think, a large number of independent merchants located within convenient driving distance of metropolitan cities—the automobile has brought a diffu-

sion rather than a centralization of retail trading. Traffic congestion and "No parking" regulations in metropolitan centers have made the people in rural and suburban districts increasingly disinclined to drive into the large cities for shopping purposes. And the luxury and freedom of the strictly individual form of transportation afforded by the privately owned automobile has unquestionably reduced inclination to make shopping trips by rail. The result is a popular tendency to shop in a town or provincial city convenient of access and free from ex-

treme traffic difficulties and annoyances.

This has encouraged progressive merchants in good country towns and provincial cities to carry larger and better stocks and to improve their selling and service methods to the end of getting a larger share of that highly desirable trade which heretofore flowed into the metropolitan center. In other words, their objective is to increase the number of rural and suburban customers who say "I don't go into the city to shop as much as I used to because traffic there has become almost impossible; besides, I find I can do quite as well, as a rule, out here in any of our larger towns." And the number of those who take this view is steadily increasing. Of that there is no question.

The automobile as a universal means of farm family transportation is doing as much for the success of these alert and progressive independents as it is for the chain stores. A basic rearrangement of retail distribution is taking place in the United States and its trend is towards larger country buying

(Continued on page 582)

How I Sold the Medical Profession in Great Britain

BY H. R. NAPP

Managing Director, H. R. Napp, Ltd., London

¶ Personal representation, while expensive, is essential in establishing a product firmly with the doctors in Great Britain. The problem is to secure the right type of salesman.



I AM often asked by Continental and American manufacturers whether medicinal specialties can be successfully marketed in Great Britain solely through appeal to the medical profession. My answer, based on a personal experience covering many years, is invariably "Yes, provided the product is right and the propaganda correctly handled."

I therefore welcome this opportunity to detail some of the problems which confront all manufacturers seeking to take advantage of this fruitful market, and to substantiate that my emphatic optimism is not misplaced.

The British Medical Register comprises approximately 50,000 qualified doctors, of whom about 40,000 may be considered in varying degree "effectives." The balance consists of doctors who have retired, who are in the Services or who are resident abroad.

Of the 40,000 effective practitioners there is a number (about 14,000) whose practice consists partially of patients insured under the National Health Insurance Act, receiving free medical attention and medicine, but in which "unofficial" products are sometimes prescribed.

This then is the numerical strength of our market.

Our next consideration is the psychology of our prospect. Here we are at once confronted with a traditional conservatism which is always critical of, and frequently antagonistic to, "unofficial" products. This is an attitude typically British, and one difficult to appreciate except after long personal contact and sympathetic study. In my early and less experienced years I found the British Medical standard of ethics an almost insuperable barrier, and one that I was only able to break through by forgetting my experience in Continental and other countries and adapting my methods to meet its requirements.

I have found, also, that in the main the general practitioner in Great Britain is more concerned with clinical medicine than with pharmacology. Once his student days are over, his time for study is restricted, and an appeal based on clinical evidence carries more weight than laboratory reports. I have therefore always made

it a strong point of policy to collect and present clinical reports, and so through many years of patient work have established a basis of confidence which now makes it easier to approach the profession with new products.

The necessity of being known by name to the profession I regard as a point of enormous value. Having established a recognized position with the profession here, I determined to hold it by branding all my goods with a trade mark, easy to recognize and remember.

To arrive at a basic method of publicity which shows profitable returns has been a long (and expensive) process, not devoid of repeated discouragement. I do not propose to detail the steps of my own education, but to give my considered opinion today, based on the lessons I have learned from experience.

It may be said at once that there is no golden rule which will give 100 per cent results in every proposition placed before the medical profession; so many factors govern the method to be employed and the width of the appeal to be made. I find, however, that a combination of some or all of the following methods have yielded re-

(Continued on page 577)



In August, 1927, Delco-Remy announced the addition of Lovejoy Hydraulic Shock Absorbers to its list of famous automotive products. Since then twenty-four leading passenger car makers have adopted Lovejoys as standard equipment—and more people are riding on Lovejoys than on all other hydraulic shock absorbers combined. Delco-Remy has been a Campbell-Ewald client for 11 years.



In addition to the Delco-Remy Automotive Products, the Campbell-Ewald Company advertises the following services and products:

— American Automobile Association; Apex Electrical Household Appliances; Ashley-Dustin Steamship Line; Bank of Detroit; Bon-Dee Golf Balls; Buick Motor Cars; Burroughs Figuring Machines; Canadian General Electric Co., Ltd. (Institutional); Caterpillar Tractors (Canada); Chevrolet Motor Cars; Consolidated Corrugated and Folding Paper Boxes and Binder Boards; Copeland Electric Refrigerators; Detroit & Cleveland Navigation Company; Detroit & Port Huron Steamship Lines; Dover Mfg. Co., Lady Dover Electric Irons and Percolators; Fireside Industries Home Arts Training; Fyr-Fyter Extinguishers; General Motors Building; General Motors of Canada (Institutional and Products); Grand Rapids Metalcraft Corp., Kelch Heaters; Harrison Radiators; Hercules Truck Bod-

ies; Holley Carburetors; J. L. Hudson Department Store; Hyatt Roller Bearings; Keystone Watch Cases and Howard Watches; Kleiner, Tom Moore Cigars; S. S. Kresge Stores; Liberty Ready-Cut Homes; Link-Belt Industrial Products; C. H. McAleer Automobile Polishing Products; Milson Extracts and Pharmaceutical Products; National University Society Business Coaching; National Bank of Commerce of Detroit; New Departure Ball Bearings; Nicholson-Erie-Dover Ferry Line; Oakland Motor Cars; Olds Motor Cars; Paintex Fabric Paints; Panama Mail Steamship Co.; Pontiac Motor Cars; Postel's Elegant Cake Flour; Premier Cushion Springs; Rambler All-Metal Aeroplanes (Canada); Sawyer-Massey Road Machinery (Canada); Shotwell Marshmallows; Taylor Caps for Men; Union Title and Guaranty Service; Union Trust Service; United Motors Service; Webster Cigars; White Star Steamship Lines; Wolsey Woolen Wear (Leicester, England).

Campbell-Ewald Company, H. T. Ewald, President
General Motors Bldg., Detroit; New York; Chicago; Seattle
Los Angeles; Portland; San Francisco; Paris, France
In Canada — Campbell-Ewald, Limited, Toronto; Montreal

Address our Detroit Office for a booklet featuring the personnel and organization of the Campbell-Ewald Company

The Scramble for Style Connotation in Trade Marks

BY WALDON FAWCETT

NOTHING has brought more complications in the Governmental supervision and direction of trade-mark traffic than the recent scramble for style-terms. It is a logical sequel of the current turning to style as the main argument in selling. The headlong rush for buy-words eloquent of modern mode and vogue has crashed full force into the long-standing Federal prohibition which denies registration to any words or phrases descriptive of goods or descriptive of characteristics of the goods on which a mark is used.

Many Border-Line Cases

Determination of the boundary line between the downright descriptive and the merely suggestive in trade names is always a delicate task. It has proven particularly difficult in the case of many style terms which require fine distinction between a designation that is specifying or qualifying and one that simply stirs the imagination. The mere number of border-line cases has threatened a jam at Washington. For, when a style token strikes a snag, its owner usually appeals to the commissioner of patents to reverse the trade-mark censors.

Some time back there were contests at Washington to determine the status of the word "Vogue" as a merchandise nickname. The present hectic quest may be said to have started, however, with the grab game over the word "Fashion." No sooner had the creators of "Fashion Park," and other pioneers, popularized their early versions than competitors coined brands with a fashion twist. Much of the controversy which has raged has arisen over the question of how close one "Fashion" mark may approach another version. Before there can be any disputes, in any quarters, over possession, the Department of Commerce must rule whether a given synonym for style is admissible as being not "merely descriptive." Accordingly, key cases are watched to determine what is open range for brand makers.

The rejection of "Stylease," the Hanan brand, in effect, serves notice that not only is the word "style" accounted at the Department of Commerce to be purely and merely descriptive of goods but that the curse cannot be taken off by fusing it with another word, likewise descriptive. Bertram May will continue the agency

"e" to have the composite word passed as being fanciful. But the commissioner of patents repeated this warning that misspelling does not ordinarily make descriptive words registrable. Furthermore he remarked that "Stylease" when pronounced, sounds the same as the two words separated and that many customers would not note the absence of one letter.

"Youthfulform," denied a Federal franchise for use on brassieres, exemplifies that what is known as the indirectly descriptive fares no better than the direct. It might be argued that "Youthfulform" does not describe physical characteristics of a garment. The censors turned the name down none the less flatly because they reasoned that, to the average purchaser, the notation would merely mean that the article was of such a character or quality as to give to the wearer a youthful form.

Flank Attacks Succeed

Failure of the frontal attack to capture style terms has been compensated by the success of branders who have resorted to a flank movement and have undertaken to establish exclusive rights in names symbolic of recognized style centers. The outstanding example of this technique is found in the triumph of "New Yorker," devised by the Levin & Harris Shirt Company as a mark for shirts. When first presented at the trade-mark clearing house the name was vetoed. The examiner of trade-marks concluded that the name was geographical. Or, if not geographical, was descriptive. And either status was sufficient to bar the candidate.

Loath to take "No" for an answer, Levin & Harris arranged with Thomas L. Mead, Jr., former U. S. examiner of trade-marks, to stage an appeal to the head of the Patent Office. The logic presented was that, for all the style atmosphere in "New Yorker," it is was no more geographical than "American Girl" and "Bostonian," both of which marks had already been approved. The patent commissioner accepted this alibi for the harmlessness of the prestige-mark. He came to the conclusion that the term "New Yorker" does not indicate the quality of the merchandise. Nor does it signify that the goods are manufactured in New York. Accordingly he issued instructions that "New Yorker" be registered.

In the scramble for style terms a number of different firms have failed in their efforts to appropriate "De Luxe" for different specialties. "Everfast" for fabrics and "Hold Shape" for shoes met an unkindly fate as being too descriptive. So did "Sprinkle-proof," "Selecte" and "Selecto." On the other hand, approval has been given as non-descriptive to "Kumfy-Kool" for blouses, "Klosfit" and "Ritesize" for underwear, "Nu-Way" for garter clasps, "Fashion-knit" for knitted articles, "Beaded" for shoe laces and "Bestyette" for capes.

Reason for Inconsistency

Any seeming lack of consistency in the rulings as to when a fashion term crosses the dead line may be attributable to either one or two causes. First, the varying fortunes of personal opinion. In the past decade several different arbiters have presided as chief umpire at the U. S. Patent Office. They have not all seen eye to eye on the fashion slant. The second cause is the latter-day sophistication in official quarters. Censors in this generation are fashion-conscious in a sharpened degree and correspondingly alert to halt terms that too thinly disguise a claim to attributes of fashion.

Hupp Motors Acquires Chandler-Cleveland

The Chandler-Cleveland Motor Corporation was acquired this week by the Hupp Motor Car Corporation of Detroit. Combined resources of the two companies are estimated at \$130,000,000.

William C. Durant, founder and twice president of General Motors Corporation, has been named in persistent rumors as the organizer of the consolidation. The Durant headquarters in New York City would not confirm the rumors, but they would not deny them.

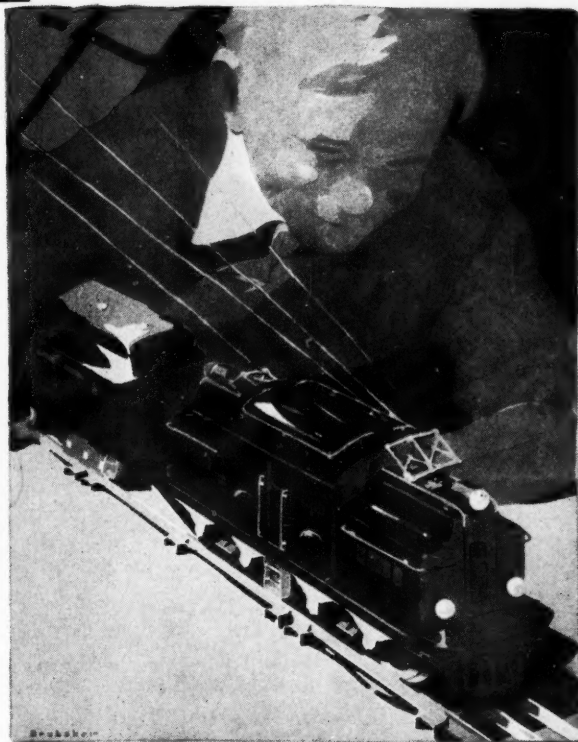
Details of the executive and merchandising policy changes involved have not yet been worked out.

Dippy Will Take Charge of Overbrook Advertising

Robert H. Dippy has resigned from May & Dippy, Inc., Philadelphia agency, to become assistant to the president of Overbrook Carpet Mills there in charge of advertising.

Bertram May will continue the agency under the earlier corporate title of May Advertising, Inc. Mr. May will be president; Paul Lachenmeyer, secretary, and Frank McGinnis, treasurer.

LIONEL is closest to the heart of every boy



Locomotives! - Trains! - Switches! - Tunnels!
Bridges! - Flashing Lights! - the thrill of
railroading! - the excitement of speed!
all are his with a LIONEL

IF you have studied a boy's heart you know that nothing in the world so stirs his imagination as an electric model railroad.

He pictures himself an engineer! He glories in the swift movement of his train! His railroad is a world unto itself—a realm of happiness for him. The possession of a Lionel 100% "Distant-Control" railroad is an education for any boy. It teaches him to think quickly. It lets him into the mysteries of electricity. It shows him what actual railroad operation is!

And LIONEL, better than any other electric model railroad will furnish the boy with recreation and education because in design and operation it far exceeds any other set in realism.

Because of Lionel's 100% "Distant-Control" system the boy learns to become the master of his train. He can start, stop, reverse, or switch it from track to track at any speed by manipulating the levers in the switch tower. There are a hundred thrills a minute with LIONEL!

THE LIONEL CORPORATION, Dept. 6

A Lionel railroad is a *real* railroad in miniature. The locomotives, cars, derricks, switches, lights, semaphores, etc., are true-to-life copies of modern electric railroad equipment!

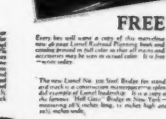
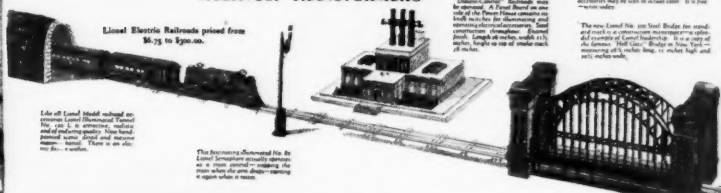
Locomotives, cars and accessories are beautifully enameled in contrasting colors, and are trimmed in perfect simulation of the real thing!

There is an inconceivable happiness in the boy's heart when he sees his LIONEL on Christmas morning. Select a LIONEL model electric railroad for your boy and remember that notwithstanding Lionel's supreme quality all Lionel products are moderately priced. Complete Lionel electric railroads are priced from \$6.75 to \$300.00.

Go to your local dealer today and ask him to let you operate the Lionel 100% "Distant-Control" Model Railroad. Absorb the excitement of it yourself! There's a thrill in it even for you!

15-17-19 East 56th Street, New York City

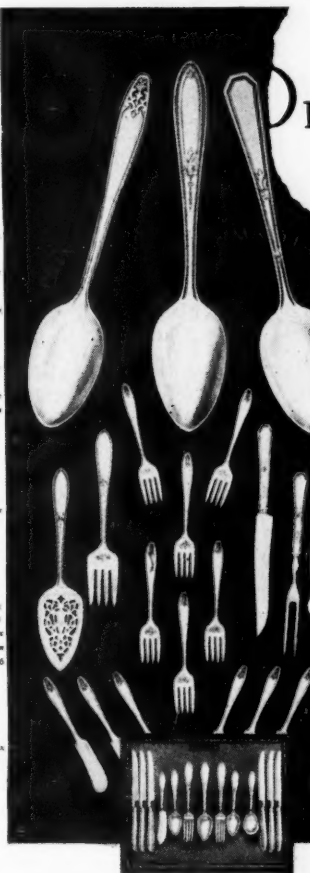
LIONEL ELECTRIC TRAINS MODEL RAILROAD ACCESSORIES MULTIVOLT TRANSFORMERS



Joseph E. Hanson & Company, Inc.

Lionel subtly appeals neither to the boy nor to the father, but to the kid that is in males of all ages. Rogers employs a unique method of suggesting its silverware for a gift. Gillette supplies a brand new idea in Christmas presents, bound to be appreciated by givers and receivers alike. Fels & Company's, "We believe Christmas is the time for frilly, fussy, gay-hearted gifts" wins the prize in the December magazines for sensible, friendly advertising.

- ▲
STAINLESS
STEEL STEAK
CARVERS
in load gift box
Mayfair
Pattern
\$5.75 per set
- ▲
SIX
INDIVIDUAL
SALAD
FORKS
in load gift box
Princess
Pattern
\$4.90 per set of 6
- ▲
COLD MEAT
FORK
in load gift box
Triumph Pattern
\$1.25 each
- ▲
PLAT
SILVER
in load gift box
Triumph
Pattern
\$2.40 each
- ▲
SIX BUTTER
SPREADERS
in load gift box
Princess Pattern
\$4.40 per set of 6
- ▲
GRAVY
LADLE
in load gift box
Mayfair
Pattern
\$1.50 each



26-piece set with tray \$10.00 Triumph Pattern
With H. H. Jones, stainless steel blades, \$22.25

WM. ROGERS & SON Silverplate

THE PLATE WITH THE UNLIMITED GUARANTEE

Young & Rubicam, Inc.

One Page Missing

[A CHRISTMAS ADVERTISEMENT
ALONG WHOLLY DIFFERENT LINES]



SHERLOCK HOLMES was amused—interested. "Never had a case quite like this," he mused, as he studied the youth sitting opposite him. "You gave your wife thirty-five dollars to buy gifts, Mr. Wentworth?"

The young man nodded. "That's all I had."

"Go on!"

"I didn't get home until late. She was out. The things she bought were on the table. Lots of things, Mr. Holmes—too many of 'em! And all silver—beautiful silver—piece after piece of it. They must have cost twice what I gave her. I tried to figure out how she got them. Doubts kept coming in my mind. I thought I'd go mad! I couldn't stand it any longer, so I came to you, Mr. Holmes—*where did she get that extra money?*"

The great detective looked at him through half-closed eyes. "Tell me what she purchased," he asked.

"A serving piece for Aunt Julia—a cold meat fork for Aunt Louise—six butter spreaders for Cousin Ella—a steak set for her brother's wife—salad-forks for my sister—a gravy ladle for a friend—"

"He paused."

"Anything else?"

"Worse of all—a twenty-six piece set for her sister."

Holmes looked at him quizzically. "That magazine you're carrying has something to do with it. Otherwise you wouldn't have brought it. What is it?"

"McCall's Magazine. I saw her making notes in it before she went shopping. Tonight I looked to see if I could find them—"

"Yes?"

"Page 71 is missing!"

Holmes picked up his own copy and began to thumb through it.

"The solution is simple," he said. "Mrs. Wentworth bought Wm. Rogers & Son Silverplate. You can buy twice as much of this silver for thirty-five dollars as you imagined possible. Every piece is heavily plated with pure silver, and reinforced with extra silverplate where the hardest wear comes. Every piece carries an unlimited time guarantee—if you are ever dissatisfied with the service it gives (in fifteen, twenty, thirty years, or as long as you have it) the silver will be replaced."

"How do you know all that?" gasped young Wentworth.

"I'm reading it from the Wm. Rogers & Son advertisement," smiled the great detective. "That's the page Mrs. Wentworth read too. That is how she got twice as much silver as you thought she could buy. Check up this advertisement and you will see that the things she purchased cost exactly thirty-four dollars and ten cents."

Wentworth smiled sheepishly. "I'm going home and tell her what a fool I've been and apologise."

Again the great detective gave evidence of his master mind. "Don't do it," he advised sagely. "Tell her you've been in conference. Merry Christmas!"

To the ladies—when you use this advertisement to add you in turning your Christmas dollars into twice as many gifts—be sure to tell your husband all about it. And when you go to your dealer's to see the three stunning patterns—Triumph, Mayfair, and the gorgeous new pattern—Princess—remember—

Don't say "Rogers"—

Say "Wm. Rogers & Son."

To find out just how much Wm. Rogers & Son Silver saves amounts of money will save—between twenty to seventy-five dollars—write for our Portfolio of Silverware Patterns, Address Wm. Rogers & Son, Dept. 34-12, Meriden, Conn.

The Sales Managers' Book Shelf

Reviews of significant books and articles on sales, advertising, management, finance, economics, markets and exports

Propaganda by Bernays

THIS new volume, published by Horace Liveright, does not make any clear distinction between propaganda, or the book of the "public relations counsel" on the one hand, and advertising on the other. Sometimes Mr. Bernays seems to include advertising as a part of propaganda—for example when he speaks of propaganda as special pleading that "seeks to create public acceptance" for a particular idea or commodity; and again he seems vaguely to differentiate—as when he mentions "paid advertising and organized propaganda" as if these were mutually exclusive terms. He makes a strong plea for the use of the "wholesome word, of honest parentage, and with an honorable history"—and misses entirely (what should be especially obvious this election year) the fact that the close connection of the word with the activities of the Roman Catholic Church may have affected its connotations with the rural, Protestant majority of the American public.

But the author's failure to distinguish between "paid space" advertising and "free" publicity can scarcely disarm criticism of his book by advertising agents, orthodox or liberal, even though he remarks that some agencies are learning to work with public relations counselors and that their functions do not conflict or duplicate.

Your reviewer long ago decided that the supreme test of advertising technique was in the success of thin market products, the story of which was told with such compelling interest to a very large public that it sold the key men—executives or purchasing agents. Doesn't it seem that advertising accomplishes most when it thus "surrounds"—and so also inevitably enlarges—a small market? If that's true, then the major criticism of Mr. Bernays' technique (or his description of it) is that he attacks his problem in

precisely the opposite fashion. In this volume he says repeatedly that the public is made up of many different groups and that the surest way to win the public is to win a group of leaders. Mr. Calkins in the *Saturday Review of Literature* for November 17 commented on the "like-mindedness" of Americans; that's why advertising works best in America. Mr. Bernays insists on the differences between groups, which only the trained publicist understands and which he can use to advantage through his specialized psychology.

This doctrine of leader influence he carries so far that he uses the malodorous phrase "invisible government" just as if it were something to be proud of.

Throughout the volume there is a series of illustrative incidents based on different style products which strike me, both from my own experience and from a recent reading of Dr. Nystrom on the Economics of Fashion, as definitely misleading. There was propagandist effort in connection with the vogue for transparent velvet, but is it demonstrated that (as the advertisements of the book say) "the propagandist started certain events happening in France that caused a revolution in every fashionable couturier's and dress shop in the world and clothed the American women in velvet"? And were the Cheney adaptations to silks from Mr. Brandt's wrought-iron designs as successful as Mr. Bernays seems to think?

But the volume is entirely admirable in its stress on research and analysis; on the "principle of a common denominator of interest between the object that is sold and the public good will"; on the superiority of emotional to rational appeals. Which is just saying—the points on which the wise advertiser agrees with the clever propagandist.

Contrast the closing chapters on politics, women's activities, education,

social service, art and science, as affected (or affectable) by propaganda with Dr. Cherington's chapters on unadvertised religion, law, etc., in "The Consumer Looks at Advertising."

Even after reading Mr. Bernays some of us will still feel that the American public somehow "senses" a difference between advertising in bought space and publicity in news stories, and that the difference is in our favor and against the public relations counsels.

Corporation Publicity

Kent Cooper, general manager of the Associated Press, in an article with this title in December *Century* furnishes an interesting commentary on Mr. Bernays' book. Corporation publicity traces back to the pioneer work of the Bell Telephone system, and Mr. Cooper reminds us that before that began there was a time when telephone contracts forbade a subscriber to allow his neighbors to use his phone. The Hughes insurance investigation, Lawson's book on Frenzied Finance, and other muckraking brought corporation press agents into being. They over-shot the mark and newspapers closed down on their stories. Hence the public relations counsels. "The best of them have humanized the mutual relationship between big corporations and the public. The worst of them have all but discredited the best of them."

Mr. Cooper tells how the Associated Press checks corporation publicity and improves its average quality.

Two Gloomy but Thoughtful Articles

"We are hearing a good deal about prosperity without profit. We may soon be giving consideration to prosperity without peace of mind"—so, in an article in December *Harper's*, writes James Truslow Adams, the famous historian of early New England. He is sure that costs of living are going up far faster than incomes—but "big incomes can be earned by anything adapted for mass production." And he regrets that the high standard of living "places additional burdens on the shoulders of whole classes of the country's spiritual and intellectual leadership, its clergymen, its teachers and writers, in order to lighten the load of the carpenters, cooks and chambermaids." The reviewer recommends this brilliant Brahminic article to advertising and sales managers' clubs for discussion with prizes for the most convincing answers. Is it true, as Mr. Adams says, that "there is less leisure, except

(Continued on page 579)

Iowa steps out of the mud



Iowa, on November 6th, by a two to one vote, approved a bond issue of \$100,000,000 for the completion of a state wide road paving program.

Funds are provided for an additional 3,400 miles of paving to be built in six years, bringing Iowa's paved roads well past the five thousand mile mark.

Every city, every county seat town in the state will be connected with the capital city, Des Moines, by paved roads!

Sixteen concrete highways—nine east and west and seven north and south will cross the state.

Today only four other states have as many miles of paved highways as Iowa has now authorized. The most productive agricultural area in the world will now have a highway system second to none.

Des Moines, the commercial, legislative and geographical center of Iowa, is the hub of this five thousand miles of paving.

Alert, progressive, Iowa's largest newspaper, The Des Moines Register and Tribune is making extensive use of motor cars to speed late editions to all sections of the state.

This newspaper today uses nearly two hundred motor cars which travel over 25,000 miles a week in Iowa. And this in a state which ranks fourth of all the states in railroad mileage.

Published in a city of 150,000 population, The Register and Tribune daily sells more than 225,000 copies—perhaps the most remarkable newspaper circulation in America. Communities seventy-five, a hundred miles and farther from Des Moines are covered more thoroughly by The Register and Tribune than cities such as Chicago, Detroit, Pittsburgh and Washington are covered by their leading newspaper.

The Des Moines Register and Tribune
225,000 Daily Circulation



W. C. A. Maguire

Mergenthaler Linotype Promotes Executives

Joseph T. Mackey, for many years secretary-treasurer of the Mergenthaler Linotype Company, has been chosen executive vice-president and a member of the executive committee of the board of directors. His former duties have been taken over by George L. Scharffenberger as treasurer, and W. W. Welsh, as secretary.

William C. A. Maguire has been advanced from assistant secretary and treasurer to vice-president in charge of sales.

Other vice-presidents include Frederic D. McKenney, general counsel; Conrad A. Hanson, in charge of works, and Thomas J. Mercer, in charge of audits.

Ford Raises Prices; Chevrolet Orders Climb

At the same time Chevrolet Motor Car Company inaugurated, last week, a series of showings in a dozen cities of their new automobile, "a six at the price of a four," Ford Motor Company announced an increase of \$65 in the price of two of its models. The roadster and the phaeton are affected.

More than 100,000 persons attended the first three days' showing of the new Chevrolet at the Waldorf-Astoria and the Chevrolet retail show rooms in New York City this week. With only two boroughs heard from the orders in this period exceeded 1,000.

MacManus, Inc., advertising agency, has consolidated its Detroit force in the new Fisher Building on West Grand Boulevard at Second Avenue.

Urges Regular Dates for Tire Price Changes

"It is unfair for you not to know in advance when price changes are to take place, and because you sell goods of a manufacturer's brand you have a right to insist that the manufacturer assume the obligations of his brand," Frederic C. Hood, president of the Hood Rubber Company, Watertown, Massachusetts, told the National Tire Dealers' Association in Boston recently.

"Policy adjustments by you are unfair to him," Mr. Hood explained, "but he is unfair to you when he does not have definite dates for the announcement of changes in price. Two dates a year are enough. I urge your association to study the suggestion that November 1 and May 1 should be the dates for announcing prices." Other speakers before the 600 dealers who participated in the meeting were Samuel W. Stratton, president of Massachusetts Institute of Technology; Roger W. Babson; H. V. Eva, president of the National Tire Dealers' Association; C. C. Carlton, secretary of the Motor Wheel Corporation, and J. A. Travers, president of the Boston Tire Dealers' Association.

J. E. Moorhead Directs Marland Advertising

Joseph E. Moorhead, for the past six and one-half years with the Mountain States Telephone & Telegraph Company at Denver and Salt Lake City in advertising executive capacities, has joined the Marland Oil Company, Ponca City, Oklahoma, as general advertising manager.

Mr. Moorhead was general chairman of the International Advertising convention at Denver in 1927. He is a former president of the Advertising Club of Denver and of the eleventh district of the International Advertising Association, and was for some time secretary to former Governor Shoup of Colorado.

F. B. Travers has been elected president and general manager of the Magnavox Company, San Francisco, succeeding J. C. Sperry, retired. Richard A. O'Connor, sales manager for the company, has also become vice-president and assistant general manager and E. S. Pridham, chief engineer, will also become second vice-president.

James C. Jones has resigned from *Toilet Requisites* to become sales manager of *Beauty Culture Magazine*, New York City.

American Tobacco Will Spend \$18,000,000 in Advertising Next Year

The American Tobacco Company will spend \$18,000,000 in advertising in 1929 to advertise Lucky Strike cigarettes. This is an increase of \$2,500,000 over this year.

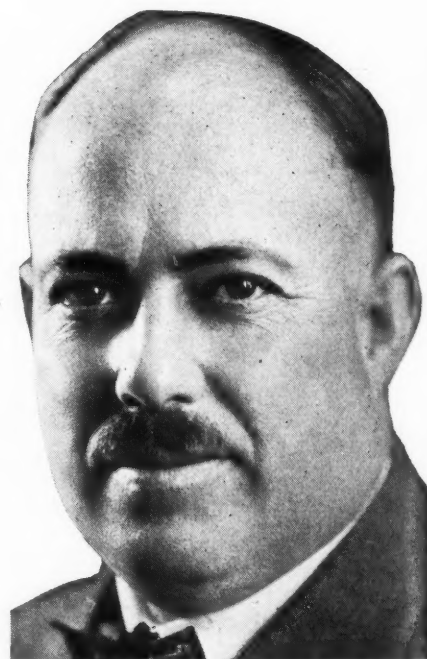
Eighty-five per cent of the appropriation will be devoted to newspapers and magazines, the remainder being devoted to outdoor, radio and store media.

Fifteen hundred newspapers—300 more than at present—will be employed next year. The number of magazines will be 20 per cent greater. All of the copy will continue to be testimonial in character, and in the earlier copy, at least, American Tobacco will continue to urge the use of "Luckies" rather than sweets, for the maintenance of the waistline.

The New York office of Lord & Thomas and Logan is in charge of the periodical, radio and dealer advertising. Outdoor advertising is placed direct through General Outdoor Advertising Company.

The 1929 British Industries Fair will open simultaneously at the White City in London and at Castle Bromwich in Birmingham, February 18—the London section under the auspices of the Department of Overseas Trade and the other by the Birmingham Chamber of Commerce.

Last year more than 103,000 trade buyers visited both sections of the fair. Sixty countries were represented.



Joseph E. Moorhead

Southern Sales Heads Picture a More Discriminating Consumer

A consumer remarkably sophisticated and with buying power greater than ever before was described by speakers before the first annual Southern Manufacturers' Sales Conference at Atlanta last week.

Economy and durability of products are no longer the chief qualities sought by the consumer, the speakers agreed. Smartness and desirability come first.

Manufacturers, wholesalers, retailers, public utilities executives, advertising men and publishers took part in the conference.

"A manufacturer is a man who makes something the buyer wants to buy," said John Alcott, art adviser of Bird & Sons, Inc., Walpole, Massachusetts. "Not all the things a manufacturer makes can be immediately sold," Mr. Alcott added. "Sometimes a manufacturer's developments are not in the style trend. A firm of rug manufacturers in Massachusetts discovered three years ago, for instance, how to weave a huge medallion in the center of a rug by machine process. It was a fine idea, but worth nothing at the time because the style trend for twenty years had been away from big-figured rugs. Now, however, the process is coming to have some value because of a reawakened interest in this style of rug.

"The differentiation between style and design can best be explained by this comparison: a road map is a design, the driver who picks his way by the aid of the map, avoiding ruts and pitted roads, is the stylist.

"Style is an interpretation of a mode of living. It is not competitive, but design is."

"Constant study of retail outlets is essential to the best sales effort," C. E. Shaw, manager of sales research of the Dennison Manufacturing Company, told the conference, "because the character of retail stores is changing so rapidly. The Dennison company for years proceeded on the theory that every door was the way to a new customer. It still does to a certain extent but research work conducted in the past few years has indicated that the sales expense in some cases is so high as to make the sales not worth going after."

In many instances in which the sending of a salesman would prove too expensive, the Dennison company finds an excellent substitute in direct mail selling. If sales research is to be at all successful it should enlist the coopera-

tion of the salesmen themselves, Mr. Shaw declared.

A time study of salesmen's efforts showed that only one-fifth of the Dennison representatives' time at work was spent in the presence of customers; three-fifths was spent in traveling and one-fifth in clerical work. By a reduction in the clerical detail demanded and a rerouting of salesmen, the time spent with prospects was increased to two-fifths of the actual working time of the salesmen.

James L. Madden, third vice-president of the Metropolitan Life Insurance Company, emphasized the interdependence of business, the factors which dominate the modern distribution, explained the importance of self-control, and the necessity of understanding how, when and where customers buy, the uses of an adequate market analysis and the studies of consumer buying habits.

George S. Harris, president of the Exposition Cotton Mills of Atlanta, described some of the new uses which have recently been found for cotton as a material for containers, for making highways, roofs and airports and as a backing for macadam surfaced highways under a new paving process. A swing in the fashion for women's clothes indicates that more styled cotton dresses will be worn during the next two years than ever have been in the past. Exploitation of cotton as an awning material also provides a new outlet for the southern mills' product, he said.

The conference passed a resolution authorizing the conference committee of which P. S. Arkwright of the Georgia Power Company is chairman, to consider the formation of a permanent body to promulgate definite sales and distribution information on cotton products.

The conference was sponsored by the Atlanta Merchants' and Manufacturers' Association, the Cotton Manufacturers' Association of Georgia, the Georgia Manufacturers' Association, the Southern Clay Products Association, the Southern Manufacturers' Association and the Southern Sash, Door and Millwork Manufacturers' Association, in cooperation with the Metropolitan Life Insurance Company.

The Boyle-Dayton Company of Los Angeles and the Wayne Pump Company of Fort Wayne, Indiana, makers of service station pumps, have been consolidated.



R. L. Lee

Frigidaire Corporation Promotes R. L. Lee

R. L. Lee, who has been head of the sales educational department of Frigidaire Corporation, Dayton, is now manager of the sales promotion department, R. J. Richards, succeeding him in the former capacity.

At one time designing engineer for the National Cash Register Company, Mr. Lee later went to Delco-Light as accessory engineer, testing electrical appliances for possible use with Delco-Light equipment. He designed the Delco-Light washing machine, later becoming sales manager for this product.

Federated Publications Make Staff Changes

Sam J. Turnes, until recently advertising director of the Brunswick-Balke-Collender Company, and general sales manager of the tire division, has joined Federated Business Publications, where he will do publication research with special reference to new fields in which the company will operate.

W. H. McCleary has become editor of *Rug Profits*, a Federated publication. For the past five years, Mr. McCleary has been managing editor of the *Music Trade Review*.

William Dougherty, formerly manager of *Music Trades*, has become managing editor of *Music Trade Review*.

Robert Malius has been appointed temporary advertising manager of the Holeproof Hosiery Company.

Wilson in Seven Weeks Sells Salesmen New "Blend" Idea

It took Wilson Brothers just seven weeks to sell their retail salesmen on their new "blend" idea for all visible haberdashery, "from cravat to cuff links."

Up to the present two of these ensembles, the Redblend and the Plumbblend, have been introduced in national advertising. And the Giftblend, the company's December feature, also has been oversold.

"The Redblend was first sampled to our salesmen last May," explained D. H. Steele, director of sales of Wilson Brothers and the originator of the company's plan for selling haberdashery.

"Although the proposed advertising undoubtedly had some influence on the retailer's acceptance of the idea, it was really secondary because we had to work so fast on the creation of the merchandise that proofs or any adequate presentation of the advertising could not be prepared in time. Our salesmen merely explained that the Redblend, forecast by our style committee as an important novelty color for Fall, would have advertising support.

"The success of the blends depended, therefore, primarily, on the completeness and soundness of the idea and the manner in which it was merchandised from the start.

"We originated and have been featuring the ensemble idea for several years," Mr. Steele pointed out, "and so I knew just what to expect from our salesmen. I knew the ones who would welcome it as a new idea and another angle of our competitive strength and who would really capitalize on it. I also knew the ones who would pick it to pieces and either ignore it or do an ineffective job of selling it.

"I had weekly reports prepared showing the exact number of Redblend units sold by each man during the previous week.

"They were very slow getting started. Men who had sold no Redblends on the first report received a letter outlining the theory of it and attempting to sell them more strongly on it themselves. At the end of the second week those not showing results received a second letter—a little stronger this time—asking for a reply giving their objections or the objections of their trade. Gradually the selling campaign gathered momentum. At the end of the fourth week the salesmen who had not gotten action on the Red-

blend received a wire demanding either some activity on the blend or an analysis of the reasons why it had failed to go with their trade.

"A chart showing graphically the standing of each man was printed from week to week in *Between Ourselves*, our salesmen's house organ.

"Finally Redblend sales began to mount much more rapidly and toward the close were coming in with such rapidity that we had considerable oversale after we recalled them. But it was not an easy job and I had to resort to persuasion, argument and even ridicule to secure a uniform selling job on it."

The blends were packed separately in display boxes, having a reproduction of the illustration from the advertisements tipped on the outside of the box. They were sold to the dealers in complete units of eighteen twelfths, which included a complete scale of both the hosiery and shirts, and no deviation was allowed on this scale or manner of packing.

"As was pointed out to the retailers," Mr. Steele said, "there was really no risk in handling units of the Redblend because if they found that their trade could only absorb part of the unit they could get all their money out of it by splitting up the boxes and putting the different items in their separate departments."

Newspaper Holds Window Contest

A window-display contest has just been held by the Janesville, Wisconsin, *Daily Gazette*.

The contest, which lasted for three days, explained Robert B. Bolles, national advertising manager of the newspaper, covered seven different types of stores—furniture, hardware and sporting goods, men's wear, women's wear, grocery, meat, and radio and electrical merchandise. Prizes were offered for first and second best windows in each group.

Window display material and information booklets were distributed to merchants by the *Gazette*. The sole condition was that the work be performed by local display talent.

Thirty-six merchants participated.

Harvard to Chart Origin and Progress of 15,000 Leaders in Business

The social and economic origin of 15,000 leaders in American industry and business will be determined in an inquiry undertaken by the department of economics of Harvard University, Boston.

The inquiry, through questionnaires, is being financed by the Milton Research Fund of Harvard. It is expected to determine what proportionate part heredity, environment, education, training and other factors have played in the progress of each individual.

Professors F. W. Taussig and Carl S. Joslyn of the Harvard faculty are directing. The work is sponsored by an advisory committee composed of Julius H. Barnes, former president of the Chamber of Commerce of the United States; James Bell, president of Washburn-Crosby Company; Walter S. Gifford, president of American Telephone & Telegraph Company; Alexander Legge, president of the International Harvester Company; Paul M. Warburg, president of the American & Continental Corporation; Clarence Wolley, chairman of the American Radiator Company, and Owen D. Young, chairman of the General Electric Company.

"We are not interested in this inquiry in obtaining the ideas or opinions of any individual or group of individuals on any of these matters," Professor Taussig explained. "Such ideas are of necessity based on a limited personal experience and are inevitably colored to a large extent by this experience.

"In order to arrive at a valid generalization on any of these questions it will be necessary to bring together such facts as can be objectively ascertained in the experience of a large number of individuals in the class in which we are primarily interested—that of business leaders. This is exactly what we propose to do in this inquiry. Our questionnaire does not ask for ideas or opinions but for facts."

Through the results of the inquiry it is hoped that the answers will be found to such disputed questions as the comparative opportunities for advancement in business accorded to members of the various social classes, whether the tendency in modern business is toward a wider diffusion or a closer restriction of such opportunities.

The Fireproof Products Company, Inc., has become the New York factory branch for Genfire Steel Company, Youngstown, Ohio.

More Than
200,000
Daily

Los Angeles Examiner

"Greatest Salesman in the West"

More Than
440,000
Sunday

5c Daily

DECEMBER 1, 1928

10c Sunday

ONE PAPER BEATS FIVE IN FOUR MONTHS' LOCAL FINANCIAL GAIN

NET INCREASE IS DOUBLE OTHERS

THE pendulum of Spring Street, Los Angeles' heart of financial activity, is swinging toward The Examiner. In fact, it swung so far toward The Examiner during the past four months of July, August, September and October that some of the other local papers had to hunt for it with a telescope.

The increase of this publication in local financial lineage was MORE THAN DOUBLE THE NET INCREASE OF THE OTHER FIVE PAPERS COMBINED!

Gains Each Month

The Examiner was the only one of the six papers that showed an increase in this classification in each of the four months, and during August ran up a gain of 585 INCHES while every other paper in town was "taking it on the chin."

The final score at the end of October for that month and the three preceding showed The Examiner with a gain of 4,657½ inches, the next paper 2,922 inches under that mark; the third, with a 1,555¾-inch increase; the fourth, up 1,456½ inches; the fifth in the loss column by 826, and the last, 1,635½ inches in the red.

Merit, like water, seeks its level!

Manufacturers in Swing to Examiner

MANUFACTURERS in Los Angeles, retaining agency services that are right on the ground and base their judgments upon the elements of tangible as well as intangible value in connection with newspaper space, have increased their use of The Examiner in the first 10 months of 1928 by 55,486 lines, or nearly SEVEN TIMES AS MUCH as the other morning paper here!

The past five months, in particular, have seen a deluge of such advertisers flow toward The Examiner as continued evidences of its tremendous pulling power piled up.

In that period, 101,637 lines of local manufacturing advertising were added to the volume carried in the same five months of 1927, a greater total by 32,929 lines than that carried by the second morning paper.

"Why I read and like the Los Angeles Examiner"

"I READ The Examiner because of the music and society sections. They stand out in their respective news presentations and to me they are vanguards for many activities. I like the way society news is written and the manner in which it is handled.

"I read other special departments with great interest; so The Examiner is a very important Daily and Sunday visitor in our household."

Mrs. Johnstone



Mrs. Irish is general chairman and director of the Hollywood Bowl Association, a member of the Board of Directors of the California Federation of Music Clubs and the State Federation of Women's Clubs; vice-president of the Woman's Club of Hollywood, past president of the Cosmos Club, and public affairs chairman of the Ebell Club of Los Angeles.

Discovered: Service That Helps a Client!

THE Johnstone Advertising and Sales Service of Rochester, New York, discovers a merchandising service department that "works":

"I want to thank you," writes F. W. Clements, of that organization, "for the very efficient report on the distribution and sales of Moone's Emerald Oil in the Los Angeles Market. Too often such reports give simply 'yes' and 'no' with no comments whatever on the demand the dealer had.

"Your report is an outstanding one!"

Newspapers Called Campaign Backbone

"NEWSPAPERS have been and will continue to be the backbone of this successful campaign."

That is one of the significant paragraphs of a recent brochure issued over the signature of Lord & Thomas and Logan, bearing the title, "Who Is the Largest Newspaper Advertiser?" The discussion is based upon the Lucky Strike Cigarette campaign.

According to the folder, Lucky Strikes have moved steadily ahead in sales for many months.

ONE OF THE 28 HEARST NEWSPAPERS READ BY MORE THAN 20,000,000 PEOPLE

Member of International News Service and Universal Service

Member of Associated Press
Member of A. B. C.

What Business May Expect from the Next President

(Continued from page 548)

First, the grouping together of all agencies having the same predominant major purpose under the same administrative supervision; second, the separation of the semi-judicial and the semi-legislative and advisory functions from the administrative functions, placing the former under joint minds, the latter under single responsibility; and third, relieving the President of a vast amount of direct administrative labor.

Plan for Reorganization

To accomplish such reorganization Mr. Hoover proposes that Congress should delegate the task and the authority to bring it about to the President, a special board or, if it so desires, to a committee of its members.

"We have had years of investigation and every investigation has resulted in some recommended action. More than once a complete program of reorganization has been formulated, and put forward as a basis for general consideration. What is needed is the actual delegation of authority to act," he told the annual meeting of the Chamber of Commerce of the United States in 1925. "Congress courageously removed the Civil Service from politics, created the budget, and established the classification. The remaining great step is to authorize somebody to reorganize the administrative arm of the government. Nor is Congress to be blamed for this situation, as it is impossible for such an overworked body to study directly and act upon the overwhelming detail involved. Nor is it possible for a great body like this to determine the right and wrong of a thousand clamors. I do not expect that the Federal government will ever be a model of organization, but I have aspirations to see it improved."

Business may expect the next President to give leadership to the international relations, both social and economic, of the United States. It is significant that the first unofficial act of the President-Elect is to take a working vacation in South America. We may expect Mr. Hoover to give us a picture of the unity of the Western Hemisphere, not in terms of what we have called foreign trade, but in the more fundamental relationships of the peoples of the two Americas. One of the most thrilling sights I have seen is a parade of boy scouts in the Argen-

tine, troop after troop filing by, dressed like the boy scouts of North America, looking like the boy scouts of North America and being trained like the boy scouts of North America. This motion picture of a piece of everyday life on the other side of the Equator brings to the fore the spirit of the new generation, the spirit of our new international relationships. We may expect under Hoover's administration to see these human relationships developed, as well as the economic penetration of our mass-production products into South America and the penetration of South America's raw materials into the United States.

Business and Government

Business may expect to see plans and methods further set up whereby all groups in our community may take collective action in their relationships to the Federal government. We have only to turn again to the record of the Department of Commerce since its reorganization seven years ago to see how this philosophy and method work. There are now some three hundred and forty-three advisory and working committees cooperating with the Department of Commerce. These advisory committees, practically all of which serve without remuneration, have been appointed by Mr. Hoover from lists of names suggested to him by the particular industries concerned. Once appointed the members or their successors form a connecting link with the work of the government and make collaboration easy and constant. This is the Hoover Plan of "Organizing Areas of Common Interest" and of the work of these committees the President-Elect in his annual report as Secretary of Commerce in 1926 said: "To them and their predecessors is due in considerable measure the success of the department's activities." Whether these committees have been organized to consider one problem or another, makes no difference. They serve a double purpose. They feed into the Department of Commerce economic information and views of industry as to government policy and at the same time they take back to industry a great deal of scientific information and group decisions of common problems.

It was in connection with his program of making articulate the work accomplished by committees that Mr. Hoover organized the relations of the

Department of Commerce to the business press. Editors and publishers have served as members of these coordinating committees and the business press has constituted in Mr. Hoover's conception of national planning and thinking an essential arm for the transmission of knowledge, trade by trade, industry by industry.

One of the most fundamental and basic studies which had been undertaken during Mr. Hoover's administration of the Department of Commerce will undoubtedly have deep significance to him as President of the United States. This study, known as "Recent Economic Changes in the United States," has been undertaken by a group of economists and business executives, and will, it is expected, be completed by the spring of 1929. It is proposed to determine the facts with regard to such questions as, shifts in employment, changes in methods of production in industry and agriculture, changes in methods of distribution, shifts in relative price levels and profits, movements in the business cycle, shifts in the standard of living, foreign trade and foreign credit.


Broadest Development

Our next President recognizes that this country is not a conglomeration of railroads, of ships, of factories, of dynamos, of statistics, but is a nation of homes, of men, of women and of children. Editors of the business publications who have been meeting with him as Secretary of Commerce for several years know that he dissociates utterly any interest in one class from another class. They see in him an exponent of the broadest and most progressive development of this country as a whole.

No prophecy of what we may expect of the next President would be complete without suggesting that the plan and program of purpose for this nation in a social and economic sense will come about only when the spirit of this new leadership exists at the head of our great educational institutions, our great publishing organizations, our great industries. Upon them, as well as upon a president, rests the responsibility for action. We may expect our new President to give new objectives to such leadership. The most striking thing about Hoover is that the objectives he states in terms of practical idealism are a call to arms of the best thought of the nation. Out of the next decade can come an economic and social leadership expressed in terms of what we like to call the social responsibility and industrial statesmanship of the heads of trade and industry.



Your Letterheads Gossip about your Business

 **THE Genuine Engraved**
Business card opens
closed doors.

DO your letterheads tell your business associates a truthful story of your responsibility and integrity—or do they utterly fail to carry an atmosphere of dignified success? Be sure that your letters create the best impressions by using genuine engraved stationery. Any dealer displaying the Mark of Genuine Engraving shown below will gladly offer helpful suggestions.



GENUINE ENGRAVED STATIONERY

October Newspaper Lineage in Forty-Six Cities

In the forty-six cities listed below, twenty-seven show a gain in volume of total newspaper advertising during the month of October, 1928, while 18 show a loss for the same month in 1928 (one no comparison). Total lineage for the month was 162,019,006, as against 161,813,662, a gain of 205,344 lines, or .001 per cent. Of the 161 newspapers listed, 84 show gains; 73 losses (four no comparison). Figures furnished by the Statistical Department, New York Evening Post, Inc., supplemented by this magazine:

	1928	1927	Change
New York	17,543,699	17,788,980	-245,281
Chicago	8,412,972	8,718,537	-305,565
Philadelphia	7,897,380	8,260,527	-363,147
Detroit	5,870,900	5,515,104	+355,796
Cleveland	4,274,925	4,164,150	+110,775
St. Louis	4,592,160	4,444,220	+147,940
Boston	5,225,065	5,188,526	+36,539
Baltimore	4,494,836	4,901,966	-407,130
Los Angeles	6,746,600	6,993,196	-246,596
Buffalo	4,085,298	4,770,934	-685,636
San Francisco	4,696,986	3,705,741	+991,245
Milwaukee	3,506,611	3,705,741	-199,130
Washington	4,836,372	5,201,039	-364,667
Cincinnati	3,893,680	3,864,602	+29,078
New Orleans	3,944,672	4,225,481	-280,809
Minneapolis	3,379,784	3,151,069	+228,715
Seattle	3,053,228	2,991,198	+62,030
Indianapolis	3,246,798	3,363,897	-117,099
Denver	2,070,500	2,344,890	-274,390
Providence	3,406,620	2,994,295	+412,325
Columbus	3,552,897	3,715,504	-162,607
Louisville	3,237,891	3,257,027	-19,136
St. Paul	2,965,200	2,773,092	+192,108
Oakland	2,566,592	2,600,416	-33,824
Omaha	2,083,487	1,890,735	+192,752
Birmingham	2,949,268	2,837,688	+111,580
Richmond	1,961,400	1,929,622	+31,778
Dayton	2,988,678	2,845,514	+143,164
Houston	3,257,140	3,433,738	-176,598
Des Moines	1,737,593	1,662,382	+75,211
Camden	2,272,912	2,177,817	+95,095
Fort Worth	1,955,646	1,936,872	+18,774
Harrisburg	1,324,809	1,281,059	+43,750
Kansas City	3,492,185	3,237,845	+254,340
Memphis	2,949,422	2,930,067	+19,355
Miami	1,004,773	1,209,882	-205,109
Newark	1,995,315	1,925,930	+69,385
Oklahoma City	2,269,904	1,942,500	+327,404
Portland (Ore.)	215,985	233,801	-17,816
Salt Lake City	2,216,424	2,194,108	+22,316
San Antonio	1,859,683	1,730,561	+129,122
Seattle	2,815,351	2,973,768	-158,417
Spokane	2,134,698	1,993,214	+141,484
Syracuse	2,229,276	1,924,489	+304,787
Toledo	2,297,572	2,196,460	+101,112
Worcester	1,891,137	1,661,219	+229,918

Total 162,019,006 161,813,662 +205,344
Note references under individual newspaper lineage.

† Not included in 1928 total.

	1928	1927	Change
American	1,092,878	1,297,324	-204,446
Bronx Home News	527,655	580,558	-52,903
Herald Tribune	1,942,400	1,954,608	-12,208
Times	3,048,866	3,049,962	-1,096
World	1,291,352	1,476,022	-184,670
*Mirror (tab.)	203,208	305,896	-102,688
News (tab.)	1,065,514	1,005,200	+60,314
*Eve. Graphic	351,458	295,172	+56,286
*Eve. Journal	1,479,764	1,390,696	+89,068
*Eve. Post	548,754	503,062	+45,692
*Eve. World	1,113,422	997,186	+116,236
*Sun	1,717,032	1,621,794	+95,238
*Telegram	590,210	591,532	-1,322
Bklyn Eagle	1,660,824	1,641,652	+19,172
Bklyn Times	462,470	548,714	-86,244
†Standard Union	448,254	529,602	-81,348

Totals 17,543,699 17,788,980 -245,281
†Sunday publication discontinued Sept. 2, 1928.

†1927 figure includes 108,520 lines of Sunday advertising.

	1928	1927	Change
*Daily News	2,029,812	2,017,368	+12,444
Tribune	2,828,754	3,156,381	-327,627
Herald Examiner	1,254,279	1,268,949	-14,670
*Post	471,330	521,727	-50,397
*American	1,494,219	1,399,698	+94,521
*Journal	354,578	354,414	+164

Totals 8,412,917 8,718,537 -305,565
*No Sunday edition.

	1928	1927	Change
Inquirer	1,778,765	2,042,925	-264,160
Record	872,460	893,575	-21,115
Ledger	1,302,330	1,468,510	-166,180
*Eve. Ledger	1,336,955	1,406,850	-69,895
*Bulletin	2,057,885	1,824,457	+233,428
*Sun	149,420	149,420	0
*News	548,985	474,790	+74,195

Totals 7,897,380 8,260,527 -363,147

	1928	1927	Change
News	2,998,058	2,765,252	+232,806
Times	1,427,398	1,231,146	+196,252
Free Press	1,445,444	1,518,706	-73,262

Totals 5,870,900 5,515,104 +355,796

	1928	1927	Change
Plain Dealer	1,595,325	1,725,450	-130,125
News-Leader	1,131,375	1,085,925	+45,450
*Press	1,548,225	1,352,775	+195,450

Totals 4,274,925 4,164,150 +110,775

	1928	1927	Change
Post-Dispatch	2,153,760	2,288,720	-134,960
Globe-Dem.	1,280,700	1,322,100	-41,400
Star	788,700	535,500	+253,200
Times	369,000	297,900	+71,100

Totals 4,592,160 4,444,220 +147,940

	1928	1927	Change
Herald	1,553,990	1,554,269	-279
Globe	1,492,069	1,511,971	-19,902
Post	1,276,590	1,213,673	+62,917
Advertiser	424,125	445,595	-21,470
*American	512,558	503,907	+8,651
*Transcript	665,733	689,111	-23,378

Totals 5,925,065 5,918,526 +6,539

	1928	1927	Change
Sun	1,459,489	1,589,247	-129,758
*Evening Sun	1,746,908	1,575,708	+171,200
American	173,170	583,667	-410,497
*News	716,547	814,037	-97,490
*Post	398,722	337,307	+61,415

Totals 4,494,836 4,901,966 -407,130

	1928	1927	Change
Times	1,966,146	2,179,926	-213,780
Examiner	1,771,280	1,968,120	-196,840
*Express	828,184	768,642	+59,542
*Herald	1,466,094	1,423,788	+42,306
*Record	398,678	395,038	+3,640
*News (tab.)	316,218	255,682	+60,536

Totals 6,746,600 6,993,196 -246,596

	1928	1927	Change
Courier-Expr.	1,038,752	1,038,752	0
Times	1,359,026	1,359,026	0
*News	1,687,520	No comp.	0

Totals 4,085,298

	1928	1927	Change
Chronicle	990,388	1,030,582	-40,194
Examiner	1,539,188	1,643,306	-104,118
Bulletin	761,236	600,278	+160,958
*Call	789,796	826,140	-36,344
*News	616,378	670,628	-54,250

Totals 4,696,986 4,770,934 -73,948

	1928	1927	Change
Journal	1,851,684	1,839,380	+12,304
Sentinel	625,363	712,574	-87,211
*Leader	222,880	262,104	-39,224
*Wis. News	806,684	891,683	-84,999

Totals 3,506,611 3,705,741 -199,130

	1928	1927	Change
Star	2,613,234	2,702,347	-89,113
Post	753,001	900,078	-147,077
*Eve. Times	733,196	716,714	+16,482
Herald	486,360	634,555	-148,195
*Eve. News	250,581	247,345	+3,236

Totals 4,836,372 5,201,039 -364,667

	1928	1927	Change
*Post	902,216	900,606	+1,610
*Times-Star	1,492,386	1,340,402	+151,984
Enquirer	1,200,738	1,346,702	-145,964
Tribune	298,340	276,892	+21,448

Totals 3,893,680 3,864,602 +29,078

	1928	1927	Change
Times-Picay.	1,661,221	1,746,086	-84,865
Item	864,380	959,469	-95,089
States	763,636	829,026	-65,390
*Tribune	655,435	690,900	-35,465

Totals 3,944,672 4,225,481 -280,809

	1928	1927	Change
Tribune	1,328,957	1,307,787	+21,170
Journal	1,399,955	1,311,756	+88,199
*Star	650,872	531,526	+119,346

Totals 3,379,784 3,151,069 +228,715

	1928	1927	Change
Times	1,545,540	1,458,128	+87,412
Post-Intellig.	914,550	1,008,000	-93,450
*Star	593,138	525,070	+68,068

Totals 3,053,228 2,991,198 +62,030

	1928	1927	Change
*News	1,700,490	1,630,308	+70,182
Star	1,006,239	1,244,403	-238,164
*Times	540,069	489,186	+50,883

Totals 3,246,798 3,363,897 -117,099

	1928	1927	Change
News	762,357	799,770	-37,413
Post	1,308,143	1,545,120	-236,977

Totals 2,070,500 2,344,890 -274,390

Evening News and Morning Post have suspended publication October, 1928.

	1928	1927	Change
Journal	964,694	948,101	+16,593
*Bulletin	1,566,282	1,315,238	+251,044
Tribune	394,953	359,779	+35,174
*News	480,691	371,177	+109,514

Totals 3,406,620 2,994,295 +412,325

	1928	1927	Change
Dispatch	1,984,168	1,925,837	+58,331
Journal	571,221	676,903	-105,682
*Citizen	997,508	1,112,764	-115,256

Totals 3,552,897 3,715,504 -162,607

	1928	1927	Change
Courier-Journal	1,224,221	1,412,482	-188,261
Herald-Post	855,955	771,591	+84,364
*Times	1,159,715	1,072,954	+86,761

Totals 3,237,891 3,257,027 -19,136

	1928	1927	Change
*Dispatch	1,024,450	932,764	+91,686
Pioneer	1,060,038	977,732	+82,306
News	880,712	862,596	+18,116

Totals 2,965,200 2,773,092 +192,108

	1928	1927	Change
Tribune	1,664,320	1,657,250	+7,070
*Post-Inquirer	902,272	943,166	-40,894

Totals 2,566,592 2,600,416 -33,824

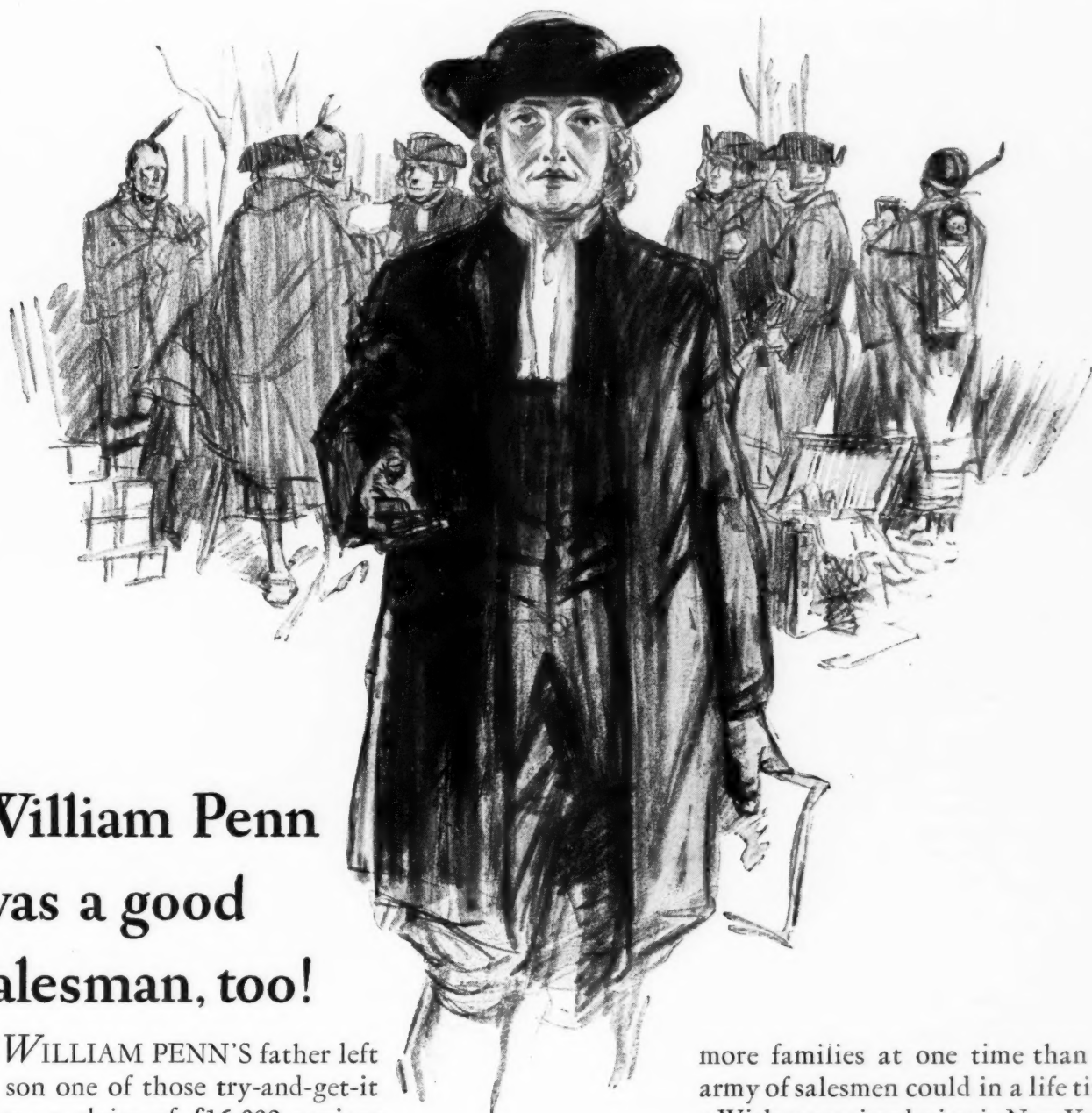
	1928	1927	Change
World-Herald	1,269,821	1,101,527	+168,294
Bee-News	813,666	789,208	+24,458

Totals 2,083,487 1,890,735 +192,752

	1928	1927	Change
†Age-Herald	778,428	615,874	+162,554
News	1,574,174	1,629,166	-54,992
*Post	596,666	592,648	+4,018

Totals 2,949,268 2,837,688 +111,580

†Sunday Age-Herald was merged into the Sunday News on June 1, 1927. The above figures for the Age-Herald for 1928 and 1927 cover the daily edition only.



William Penn was a good salesman, too!

WILLIAM PENN'S father left his son one of those try-and-get-it debts—a claim of £16,000 against the Crown. In settlement of this claim, Penn persuaded Parliament to let him have 260,000 acres of "the richest land on earth"—the present state of Pennsylvania. ♣ And in return William promised to pay a nominal fee of two beaver skins a year and a fifth of any gold or silver found. ♣ Some salesman was Bill Penn! ♣ But after getting settled in Pennsylvania in 1681, suppose Penn had started to sell something else, and called on twenty families a day ever since (knocking off like a good Quaker for Sundays, holidays, and half-Saturdays). Well, by this time he would have canvassed about as many people in 246 years as the Sunday News reaches in one day! ♣ With more than 1,579,000 circulation a week, the Sunday News reaches

more families at one time than an army of salesmen could in a life time
♣ With more circulation in New York

City, and more in city and suburbs, the Sunday News can bring more sales pressure on the metropolitan market than any other medium! Closer coverage at closer costs! ♣ And this newspaper doesn't carry advertising just to the doorstep, or the parlor floor, but to eyes and minds of millions—because The News is a Sunday paper that comes in one section, readable within a short time, interesting throughout ♣ It gives the advertisement a better chance to work because it makes a better presentation to an interested audience. ♣ If you want your Sunday advertising to show more results, put it to work in the Sunday News. ♣ Anyway, investigate! ♣ The News, New York's Picture Newspaper, 25 Park Place, New York, and Tribune Tower, Chicago.

Distribution's Changing Currents

(Continued from page 541)

Where you cannot, I shall find other means, or do it myself.

"Engineers have developed my production into a well-oiled flexible system. They did it scientifically with the tools and formulae of their profession. But they assumed the goods would flow from factory to consumer, steadily and smoothly. And upon this flow they based their figures. They reduced proportional costs to a minimum. But fixed costs were greatly increased. Steady output is necessary to absorb this fixed cost; it was the basis of computation.

"The consumer is mine. If I cannot reach him through you I will go around you."

Closer to Consumers

Those industries, the product of which the public is accustomed to buy in specialty shops, have made the greatest progress in getting close to the consumer. Of first importance are the manufacturers of shoes, drugs, ready-to-wear clothing, tobacco, automobiles, oils and gasoline, hats, refrigerators, candy and others which will be discussed later. It is scarcely necessary to call attention to the fact that in these lines brands are of high value, and as a corollary chain stores have made notable strides. Only in the grocery business are trade names and chains as flourishing.

The shoe business offers the very best illustration of trends in distribution. Here the movement of the manufacturer toward the consumer is the oldest and most widespread. Practically all the types of distribution exist in the industry today, in every stage of development. Every known method has been tried, is being tried, or is being contemplated. We have the old beside the new, often in the same factory. Furthermore, the industry is just emerging from the sad condition into which it fell during the war, and is in the process of making a determined sales effort, with close attention to fundamentals.

In the shoe industry is found the chain store which went into manufacturing, such as Regal and Kinney; the manufacturer who established his own chain of retail outlets, while retaining his exclusive agencies and independent dealers, such as Walkover, Douglas, Florsheim and Ground Gripper; the manufacturer who maintains his independence but sells his whole output to a chain, the arrangement which exists between the J. Franklin McElwain Company and the Melville Shoe Cor-

poration, owner of the John Ward, Rival and Thom McAn shoes; chains which have dealt with the same manufacturers over long periods, such as Traveller and Feltman & Curme; a manufacturer which cooperates with the independent retailers, welding them into a theoretical chain, such as the Brown Shoe Company; and we find an organization which offers buying, merchandising and selling advantages to stockholding independent dealers, the Footwear Guild.

The older shoe companies were among the first to abandon the wholesaler and sell direct to the retailer. The W. L. Douglas Shoe Company seems to have led the procession, in 1883, toward closer relations with the consumer by skipping the jobber. The George E. Keith Company started direct selling in 1888. Both companies were considered headed for the rocks because of this radical move.

The George E. Keith Company stopped selling through the jobbers, explains George H. Leach, vice-president of the company, because it needed volume. It had no idea where its shoes were going or what the public reaction to them was. Direct relations with the dealer meant more intimate knowledge of the market and larger sales.

Pioneering in Distribution

To the shoe companies, also, fell the second pioneer step in distribution, for they were the first to establish factory-owned retail stores and develop them in number. To name a few, Douglas opened a store in 1895. Florsheim in the same year, and Keith in 1899. The chain store idea was already gaining favor in the shoe business. The Regal business was established in 1893, G. R. Kinney in 1894, Melville in 1894, and Traveller in 1899. These last-named were conducted by retailers who bought in the open market, and though their efforts may not have been felt so early, it is interesting to note that the shoe manufacturers' stores followed soon after.

Thoughts of chain stores, apparently, were in the air in all lines, as well as shoes. For Bohack started in 1887, Butler in 1898, Childs in 1899, F. & W. Grand in 1901, First National in 1899, S. S. Kresge in 1897, S. H. Kress in 1896, Kroger in 1882, May Drug in 1894, McCrory in 1882, Penney in 1902 and the United Drug Company in 1902, followed the next year by the Rexall stores.

Industry was beginning to feel the

need for volume and closer touch with the market. How the chain system of distribution met that need is indicated by the Federal Reserve Board's index of chain store sales. Between 1919 and 1927 chain sales in groceries increased from 45 to 174, in wearing apparel from 36 to 189, in drugs from 64 to 143, in tobacco from 72 to 110, in candy from 53 to 119, and in shoes from 76 to 115. The chain sale of shoes increased by approximately 52 per cent in eight years.

An Analysis of Sales

The census of distribution taken in eleven representative centers throws further light. Of the total (3,249) establishments in which shoes were sold the boot and shoe store got 67.17 per cent of the business, department stores 19.96 per cent and all others 12.85 per cent. Of the 2,030 boot and shoe outlets, with annual sales aggregating \$91,546,500, 1,475, or 72.7 per cent, were independent dealers, and 555, or 27.3 per cent, were chain outlets. The sales of the 555 chain establishments amounted to 51.8 per cent of the total, while sales of the 1,475 independents were but 48.2 per cent.

Average yearly sales of independents were \$29,909—of chain stores \$85,460. Only 12.48 per cent of the independents had annual sales of \$50,000 and over, and a mere 5.16 per cent showed sales of \$100,000 or greater. In other words, 87.52 per cent of the independents failed to secure yearly sales of \$50,000—\$35,000 less than the chain store average.

The figures are cited, not as a plea for more chain stores, but to paint a statistical background against which individual reasons of manufacturers seeking ways and means of getting their products to the consumer economically and profitably will stand out in high relief. Selling and shipping shoes to 72.7 per cent of the boot shops and carrying their accounts in order to obtain 48.2 per cent of the business, whether it is done by wholesaler or producer, does not seem to be a highly efficient process.

The *American Builder* of Chicago has been purchased by the Simmons-Boardman Publishing Company of New York.

The *American Builder* was established in 1905 by William A. Radman, who becomes president of the new American Builder Publishing Corporation, to be owned by the Simmons-Boardman Publishing Company. Col. Edward A. Simmons, president of the latter company, is now chairman of the board of the American Builder Publishing Company.

When MAYTAG Marched to Leadership— Sales Management Was First To Print the Story . . .

From out of the middle west came a new leader in washing machine sales. Thousands of eastern sales executives had never heard of this company. Out on the prairies of Iowa, far from buzzing industrial centers, things were happening.

SALES MANAGEMENT went after the story. Two years ahead of one other paper in the field, and before the story was common property, SALES MANAGEMENT printed the facts behind the sensational rise of Maytag to unquestioned leadership.

We told what Maytag learned about getting more sales per dealer. How Maytag was able to do more business with 1,100 than 9,000 dealers. Why Maytag abandoned the idea of allowing dealers to spend \$5 a machine for advertising. How Maytag trained salesmen, built its dealer organization and bought local advertising dominance.

We showed how Maytag laid the foundation for leadership when the industry as a whole was marking time and waiting for the jobbers to unload heavy war-time stocks.

Depend on SALES MANAGEMENT to keep its readers informed of the newest, most successful sales tactics of leaders in many industries. The ever-changing, fast-moving sales panorama of American industry is accurately, quickly and thoroughly reported and interpreted in SALES MANAGEMENT.

Are You Trying to Sell Goods in Lilliput?

(Continued from page 545)

facts. In assuming that the facts must conform to the abstraction, we cease to examine the facts, and as the facts change we get farther and farther away from any relationship with reality.

What gives this particular abstraction its force and prestige in the minds of advertisers and advertising men is probably the fact that it is the result of statistical incantations. Being statistical it is supposedly scientific, and being scientific it must of course be true. But with all due deference to the reverence that in these days is paid to statistics, we may venture to question the process. By what means do we arrive at this conception of a public that is definable in terms of thirteen- or fourteen-year-old minds that are scarcely equal to second-year high-school?

"Average Normal American"

In the first place, of course, we have the perfectly simple abstraction known as "the average normal American," produced by an application of the theory of averages. He is the gentleman who shuts up shop at the age of twenty-five, refusing thereafter to accept any new ideas—and it is perfectly well recognized that he does not in reality exist. He is an eminently respectable and rather useful conception, as the mean or the norm from which all individuals in the world of reality more or less widely depart. There is no objection to him that I know of, though his practical value as a prospect for the advertiser is perhaps questionable. It is only in a Gulliverian sense that you can set up any relationship with him, and the demand for goods is rather slim in Lilliput.

So far, so good. But in the next breath we find this non-existent "average normal American" inflated to the proportions of an "average audience"—which means *any* American audience as soon as you reach into the hundred thousands." Non-existence on the scale of one becomes reality on the scale of a hundred thousand. The mean or norm from which all individuals more or less widely *depart* becomes the pattern to which all individuals more or less definitely *conform*. Bottom, Bottom, thou art translated!

The practical absurdity of such statistical incantations becomes apparent enough when the process is carried to its logical conclusion, and we discover that each family in our "audience" of a hundred thousand comprises 4.006 individuals, possesses 0.627 of a book

(*David Copperfield* presumably), and sees a decimal fraction of a motion picture every day. It is of the brand of research technique that occasionally intrigues us with the information that Americans commit seventeen ten-thousandths of a crime each week, and donate 13.478 cents to charity.

Now let it be said at once, and as emphatically as possible, that no special criticism of Messrs. Goode & Powel is intended, or should be implied. Their exposition of the idea is selected merely because it is recent and particularly cogent; the best presentation that I have been able to find in concrete terms of the intangible abstraction that is relatively common property among advertising men.

Nor should it be implied that any disparagement is intended toward the scientific application of statistical research. There is no question at all as to its value and importance when it concerns itself with facts that are subject to quantitative analysis. When concerned with facts of a different order, however (such as the facts of human conduct, for example, human relationships and human tastes and intelligence), the results are also of a different order. The process of abstraction glanced at above might, for example, tell us something relatively dependable if applied to such facts as the price and the production of pig iron. The per capita demand for pig iron is an abstraction that does bear some fruitful relationship with the facts. But a similar abstraction applied to the understanding of words, for instance, or the commission of crime tells us nothing of practical significance. Nobody understands a decimal fraction of a word, or commits a decimal fraction of a crime. He does or he does not, and there is an end of the matter.

Dangerous Hypothesis

The assumption (no matter on what statistical basis) that there is an "average" degree of intelligence, or interest or taste is, for the practical purpose of the advertising man, a dangerous hypothesis. Such an hypothesis may have its value for the sociologist, or the student of educational theory or of ethics, who is interested in capturing trends and tendencies past and future for his test tube. But the advertiser is concerned neither with past or future; his is the job of establishing a relationship with real people, now

and here. They understand, or they do not; they are interested or they are bored; they relish his presentation or ignore it. They do so wholly and completely in the present tense, not in terms of trends, or tendencies or averages or aggregates. Conformity with an "average" of intelligence, or interest, or taste is only by accident a conformity with anything that actually exists in the world of present reality.

The extraordinary fascination which this theory of averages has for advertising men scarcely needs demonstration. It is the common practice, indeed, to refer to it as the "law" of averages; the tacit assumption being that the average is an ordinance which events must obey. Which assumption, it is perhaps needless to state, is sheer superstition. So far as there is any "law" concerned in the matter at all, it is of precisely the opposite significance, holding the average to a strict conformity with the facts. Possession of an average (no matter how scientifically dignified) gives control of the facts to exactly the same extent that possession of a weather forecast enables one to govern a Mississippi flood.

Why It Doesn't Pull

The man who tried to maintain harmonious relations with his wife and children on the basis of a statistical average derived from questionnaires on domestic felicity would soon in all probability have cause to complain that he was "not understood." The manufacturer who tried to inspire the loyalty and good will of his associates and employees by reference to the statistical average of human selfishness and cynicism would doubtless find his problem of labor turnover slightly aggravated. And one who treated his fellow members at the country club with contempt that is due to a statistical average of bridge and golf scores would be likely soon to encounter an epidemic of cold shoulders. Is it really any wonder, then, that the advertiser whose contempt for the average intelligence of the public is betrayed in almost every line of his copy should find that its "pulling power" is declining, and the warmth of its reception is gradually cooling off?

(The next article will discuss the rather striking contrast between the hypothetical, statistical average "public" of the text-books, and the public as viewed from the plane of experience and common sense.)

The Washington Press Association and the Washington State Chamber of Commerce have joined in proposing to the state legislature a bill to authorize an advertising program in behalf of the entire state.

October Newspaper Lineage in Forty-Six Cities

(Continued from page 568)

HOUSTON			
	1928	1927	Change
Chronicle	1,347,178	1,418,998	- 71,820
Post-Dispatch ..	1,216,304	1,324,834	-108,530
*Press	693,658	689,906	+ 3,752
Totals	3,257,140	3,433,738	-176,598

DES MOINES			
	1928	1927	Change
Register	750,538	798,395	- 47,857
*Tribune	987,055	863,987	+123,068
Totals	1,737,593	1,662,382	+ 75,211

CAMDEN			
	1928	1927	Change
Courier	1,152,776	1,146,076	+ 6,700
Post	1,120,136	1,031,741	+ 88,395
Totals	2,272,912	2,177,817	+ 95,095

FORT WORTH			
	1928	1927	Change
Star-Telegram ..	921,242	953,120	- 31,878
Record-Telegram ..	483,224	433,356	+ 49,868
Press	551,180	550,396	+ 784
Totals	1,955,646	1,936,872	+ 18,774

KANSAS CITY (MO.)			
	1928	1927	Change
Post	625,112	478,446	+146,666
Jour.-Post(Sun.) ..	214,276	202,100	+ 12,176
Times	936,290	878,045	+ 58,245
Star	1,159,375	1,039,443	+119,932
Sun. Star	557,132	639,811	- 82,679
Totals	3,492,185	3,237,845	+254,340

MEMPHIS			
	1928	1927	Change
Com. Appeal ..	1,382,492	1,501,388	-118,895
Evening Appeal ..	706,370	633,458	+ 72,912
Press Scimitar....	860,559	795,221	+ 65,338
Totals	2,949,422	2,930,067	+ 19,355

MIAMI			
	1928	1927	Change
Herald	632,219	731,563	- 99,344
News	372,554	487,319	-114,765
Totals	1,004,773	1,209,882	-214,109

NEWARK			
	1928	1927	Change
Newark News**	1,995,315	1,925,930	+ 69,385
**No other figures available for Newark.			

OKLAHOMA CITY			
	1928	1927	Change
Oklahoman	613,060	537,642	+ 75,418
Oklah. (Sun.) ..	283,052**	325,024	- 41,972
Times	767,606	634,536	+133,070
News	606,186	445,298	+160,888
Totals	2,269,904	1,942,500	+327,404
** 4 Sundays against 5.			

PORTLAND			
	1928	1927	Change
Oregonian	76,629	88,122	- 11,493
Journal	68,180	76,490	- 8,310
Telegram	43,445	37,253	+ 6,192
News	27,731	31,936	- 4,205
Totals	215,985	233,801	- 17,816

SALT LAKE CITY			
	1928	1927	Change
Tribune	1,140,860	1,145,382	- 4,522
Telegram	548,128	542,682	+ 5,446
News	527,436	506,044	+ 21,392
Totals	2,216,424	2,194,108	+ 22,316

SAN ANTONIO			
	1928	1927	Change
Express	1,010,907	1,011,644	- 737
News	848,776	718,917	+129,859
Totals	1,859,683	1,730,561	+129,122

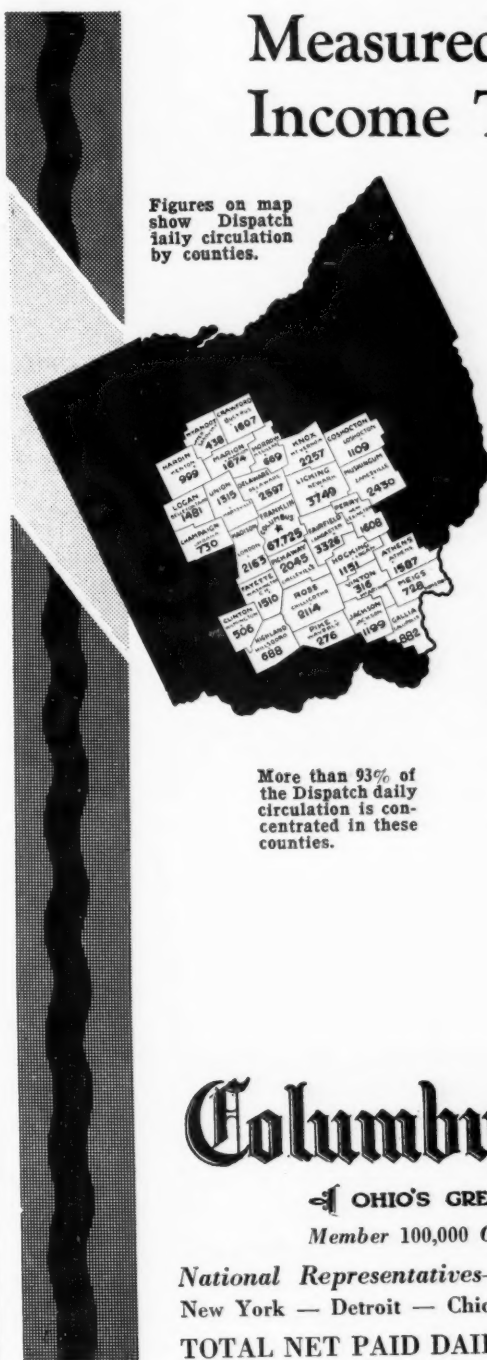
SEATTLE			
	1928	1927	Change
Times	1,426,169	1,444,122	- 17,953
Post-Intel.	894,443	971,198	- 76,755
Star	494,719	558,448	- 63,729
Totals	2,815,331	2,973,768	-158,437

SYRACUSE			
	1928	1927	Change
Journal	803,943	715,183	+ 88,760
Herald	820,037	686,854	+133,203
Post-Standard ..	605,276	522,452	+ 82,824
Totals	2,229,276	1,924,489	+304,787

(Continued on page 581)

Measured in Terms of Income Tax Returns—

Figures on map
show Dispatch
daily circulation
by counties.



More than 93% of
the Dispatch daily
circulation is con-
centrated in these
counties.

The Columbus, Ohio, Trade Area is as Wealthy as Columbus

Many advertising agencies and advertisers recognize that income tax returns are the best measure available of purchasing power.

The Columbus Market is a zone where the area surrounding the city proper constitutes an extremely important part of the entire market.

Based on the 1925 statistics there were 24,943 income tax returns made in the twenty-nine counties which constitute the Great Central Ohio Market, 13,272 are recorded as from Columbus, O. (Franklin County).

11,671 are recorded as from the twenty-eight remaining counties . . . indicating that there is as much wealth in the natural trade area as in the city.

Columbus Dispatch

OHIO'S GREATEST HOME DAILY

Member 100,000 Group of American Cities

National Representatives—O'MARA & ORMSBEE, Inc.
New York — Detroit — Chicago — Los Angeles — San Francisco

TOTAL NET PAID DAILY CIRCULATION - 116,927

Extra Copies of This Issue

Please order promptly if you want extra copies of this issue for office use, distribution to customers or prospects, or as gifts to friends. Our print order is figured very carefully. Very frequently we are unable to supply copies ordered more than a week after publication.

“WE—

ARE GIANTS TO CLASH? General Motors seems to have experienced less difficulty than Ford in changing the style of the car which it turns out in largest numbers, indicating that quick shifts are becoming a more easily surmountable obstacle to mass production that must keep up with new popular tastes. Adding cylinders is less of a job, to be sure, than substituting entirely new models, but hardly so much so as the difference between weeks and months as a measure of periods of suspension pending alterations. But the incident suggests still more interesting developments than solution of factory problems. The mammoths of the motor vehicle industry have been at pains to discountenance every intimation that they are fighting each other for supremacy in the low-price field, although the margin between what the public pays for their respective products is not wide. But whatever view be taken of their purposes, it is obvious that in the consumer markets there has been clash between Fords and Chevrolets. Thus far, however, demand for cars in these classes has not been sated, if we may judge from Chevrolet production in the face of Ford's resumption at close to maximum pace, another illustration of how much larger buying power in particular lines often is than estimates of its strength. It is apparent, nevertheless, that General Motors, always far-seeing, has detected signs that make advisable a change of base. Its admirable system of keeping close to the consumer may have apprised it of a pressing desire for more power and control behind the wheels of the lightest bodies. To the outside observer it looks as though the strategy of competition had pointed to removal to an arena occupied by a less formidable figure than Ford. But however that may be, it is plain that the general staffs of Big Business are prepared for every contingency, including hostilities. We have seen in the case of the tobacco companies hints of what keen competition among the giants of industry may come to. The big fellows, as long as they fight the armies of the Lilliputians, seem to get along with little trouble. If they begin to tackle rivals of their own size the shindig may create conditions in which the little fellows will have a better chance to hold their own.

BUSINESS MACHINES AND MAN POWER: As business grows bigger there is constant evidence of a tendency to minimize the importance of individuals and stress the importance of mere size, organization and financial power. In one recent reorganization a group of "behind the scenes executives" went over lists of employes and eliminated men by the simple process of crossing names from the payrolls. They did not even bother to interview the men whose fate was thus decided.

It is impossible to underestimate the loss of morale in this organization as a result of such a wholesale elimination of men. Virtually every man among those left is watching for the axe to fall on his neck. Many of the very best men, unwilling to trust their future to a company committed to such tactics, sent in their resignation immediately after the result of the payroll slashing was announced. Business may be able to get along and even do fairly well in good times in spite of such shortsighted policies, but when rough weather comes the lack of good men is pitifully in evidence. There is a lesson to business in the *Vestris* sinking, and an editorial writer on the New York *Herald Tribune* has aptly expressed it when he wrote, "The chief lesson of the *Vestris*, so far as the record thus far discloses, is the supreme importance, not of machines, but of men." Some day, we are afraid, some editorial writer will use similar terms in commenting on the failure of some of our business giants.

AFTER THE SALE IS MADE GOOD WILL BUILDING BEGINS: In a cigar store recently this writer made an unsuccessful attempt to light a cigarette from his pocket lighter. "What's wrong with that lighter? Let me see it," said the clerk behind the counter. When it was handed to him he tried it several times, examined it carefully and said, "Say, you leave this here and I'll send it back to the factory. The Clark people have the most liberal repair policy of any manufacturer we know. They'll be glad to fix this lighter so it works every time." We left the lighter and in a few days it came back, cleaned, polished and in perfect working order. There was no charge. Yet the lighter was purchased from a dealer a thousand miles from the dealer who went to the trouble of mailing in to the factory for repair. Such dealer loyalty and confidence is priceless. It must make thousands of sales for the Clark people every year. We are not familiar with the methods used by the manufacturers of Clark lighters for instilling this confidence in the minds of the dealers, but if the example just mentioned is typical, every other sales manager selling through dealers should study their methods.

IS YOUR MIND ON TICKER TAPE OR SALES RECORDS? Nearly every sales manager we meet these days seems more interested in what the stock market is doing than in what his salesmen are doing. Sales managers who used to tell us that sales were 15 per cent ahead of last year now tell us how many points their stocks gained last week. Maybe it is a case of sour grapes on our part because we have no stocks, yet it does seem that a vast amount of the energy and thinking in business today is devoted to the gyrations of the market. Eyes that are glued to the ticker tape or market letters have little time for the ordinary affairs of the sales department. Is it possible that some sales executives are making stock market profits at the expense of the businesses whose sales departments they direct?

A President's Letter to a New Advertising Manager

(Continued from page 546)

If difficulties that would delay or nullify the force of the change under consideration occur to him he should bring it to the attention of the management with his recommendations. He should keep a careful check on the expenditures of his department. In this way he will be able at any time to inform the management of the amount of money available in his budget to take care of any project. One way for him to follow this is to okay all advertising bills and expenditures. This will give him a constant picture of where the advertising money is going. . . . the advertising manager should be in close touch with the mills to note any change in materials that would affect the advertising. If new products are being prepared for manufacture he should talk with the experts preparing the material to get sales and advertising points.

Concerning the Product

If the product is one, for example, in our textile division, what will it do? What uses has it? Will it shrink? Is it sunfast and tubfast? Has it a style appeal? Has it any economy appeal? Does it replace a material now in use?

It is fatal to advertise that a product has certain properties which it lacks. The advertising manager should know *before* the advertising appears all the drawbacks as well as the good points of any product that will be advertised. This will prevent misstatements appearing that reflect on the good name of the company with the public . . . advertising has to be truthful. You can't fool the public. No Moulton advertisement would be misleading intentionally, but the advertising manager should keep himself informed so that no unintentionally incorrect statement appears.

How can this be done? By constant contact with the mill. The advertising manager should get to know the factory. Workers should be talked to as well as factory superintendents. There is a mine of information in the experience of the mill hands that can be drawn out and used in the advertising.

The stylists and designers initiate and work up the new ideas in our line of product. Here is one place where the advertising manager certainly should be known and welcome. The advertising manager can be of

service to the stylists even more than they can be of help to him. He should be able to suggest needs of merchants and the public . . . then there is the point of being forehanded. The stylists are working on a new product. The advertising manager's mind should think up the necessary details to have the new product ready.

How about tickets? How about wrapping and packaging to make this new product attractive and presentable? Then he must be practical. How much expense will the new product stand? He cannot contemplate designs out of all reason in cost to accompany this new product. He must work closely both in contact with the advertising agency and with the factory to keep his recommendations sound. How will the new product be announced? Is it to be advertised? If so, where? Only to the trade or to both trade and consumer? A plan should take shape in his mind to discuss with the advertising agency.

The advertising manager must have a sales viewpoint at all times and approach his problems from the sales angle. He should keep in mind two points: first, that the function of the advertising is to help the salesmen sell goods. Second, that the Moulton advertising is a commodity, just the same as the products of the Moulton factories, and should be sold and merchandised in a manner that will bring the highest return.

Should Sell Salesmen

In the first place the advertising should be sold to the salesmen. They should believe in it, have confidence in it. Here is where the sales ability and the tact of the advertising manager enters in. To begin with, the salesmen should be sold on advertising in general. Then they must be sold on the Moulton advertising in particular. They must become enthusiastic about it and be proud of it . . . the Moulton advertising is sound. The Moulton salesmen have the finest and most complete advertising to back up their efforts of any group of salesmen in our field today. But they must be continually and persistently reminded of this fact. It must be dinned into them. It must be *sold* to them. And the salesman is the advertising manager.

It has been said that any advertising campaign, if left to the judgment of

the salesmen, would consist entirely of (1). Newspaper advertising over the name of the dealer. (2.) Novelty for the dealer to hand out to his trade. (3.) Presents of elaborate gewgaws to hand his customers at Christmas. (4.) Space in employees' dance programs, amateur theatricals and benefits. The salesmen just hate to turn such demands down.

The Moulton salesmen have been educated far beyond this point, but naturally the salesman looks at advertising as something that will please his customers and bring from them expressions of enthusiasm. So the advertising manager will be requested, nay, demanded, from time to time, to place an ad in the Bon Ton store's souvenir program. He must not only be able to turn down the salesman without hard feelings, but to convince the salesman that his action is right. Advertising of this kind is *not* advertising. If the company wishes to enter into gifts of this kind for the sake of good will, the expense should be charged to charity and not to advertising. It is the duty of the advertising manager to watch the appropriation and guard it against raids of this kind.

Should Interview Men

The advertising manager should make it a point to interview each salesman when he comes into the office. He should get his viewpoint, draw out from him any ideas and suggestions he can offer. The salesmen are in direct contact with the trade and valuable suggestions and information can be dug out of them if the proper tact and interest is shown . . . excessive demands on the part of salesmen for advertising material must be cut down without friction. It is up to the advertising manager to educate the salesmen on the cost of advertising helps, and the way to judge and gauge the correct amount to order.

Salesmen should be informed of what is happening in the advertising. Through the medium of bulletins the advertising manager must tell the salesmen when advertisements are going to appear, when new booklets and displays are ready, what advertising helps are ready and how best the salesmen can make use of the advertising offered. He should see that proofs of advertisements are in the hands of each salesman prior to their appearance in magazines or newspapers.

The advertising manager should be able to address sales meetings and mingle with the salesmen on a friendly basis at such meetings. He must be armed with facts and ready at any time to be called upon to give the

salesmen *concrete* advertising information. If a salesman wants assistance on a specific customer, the advertising manager must be ready to give concrete suggestions and assistance. If a salesman has a tough prospect, the advertising manager must be able to prepare a plan that will help him land the prospect and make him a customer.

We have in the Moulton organization several thousand employees . . . these employees should be sold on Moulton. Here is a task for the advertising manager. Bulletin boards placed at central points in the factories and offices should contain proofs of Moulton advertising. Booklets should be given the employees to read about the goods they help make and distribute. Pay-envelope enclosures and other inexpensive methods of employee propaganda are available to him. If fostered a bit, a considerable amount of good will can be built up in the organization in this manner at little cost in time or money.

Must Know the Trade

Now we enter upon the largest and most important task of the advertising manager: the advertising manager must take the advertising produced for him by the advertising agency and market it to the trade. To do this effectively he must know the trade. I do not mean by knowing the trade that he should have a large personal acquaintance among the buyers, but he must travel and contact it enough to keep in touch with its viewpoint.

He has a distinct advantage over the salesman in his contacts with the trade. The salesman is out to get something, an order. The advertising manager is not out to make a sale, but to chat and gather facts and helpful information. By frequent interviews he can keep his feet on the ground of practicality and feel at all times the pulse of his customers, his customers for Moulton advertising. In his calls he must check up on the advertising. Is it being used? Is there any waste? Is the customer getting more material than he can use to advantage, more than is profitably invested for the Moulton company?

In every call he makes he should strive to leave behind with the merchant at least one sound constructive idea. A talk over a problem, a suggested solution. As his acquaintance with the trade grows, he will naturally grow adept at seeking practical solutions for the merchants' problems. His contacts with other merchants will give him both ideas and experience. . .

The advertising manager is the point of contact between the Moulton Manufacturing Company and the advertising agency. The relation of the

agency to the advertising manager is the same as the relation of the mill to the sales manager. It is the function of the advertising agency to produce all of the advertising of the Moulton company for the advertising manager to market in the ways suggested previously. The advertising manager's duty is to see that the agency is kept fully informed of all development within the company. He is the source of the agency's facts on which they build the advertising.

The position of the advertising agency should be that of a trusted employee who is provided with all the confidential information necessary for him to plan out his work far in advance. The fact that the agency is intrusted with the task of the preparation of Moulton advertising is evidence of complete confidence in their ability to produce advertising that is of the highest quality and capable of performing the work it has to accomplish.

There is a cordial feeling of respect and friendly cooperation between the advertising manager and the agency. The advertising manager should take up his problems at all times with the agency, because they are equipped to solve these problems quickly and practically.

Close Touch With the Agency

The advertising manager should make it a point to visit the offices of the agency frequently and keep in close touch with the many and varied facilities they have to offer. At the beginning of each year the agency prepares a plan of the advertising and an outline of the advertising budget. Extra advertising expenditures of any nature that are not covered in this plan should be referred to the agency for their recommendation before being entered into.

In this analysis stress is laid on the imperative necessity for making many and frequent contacts. This means time for travel, time spent away from the desk and the office . . . the advertising manager should not allow himself to be chained down to his desk by a mass of petty details that can be handled as efficiently by less highly paid employees.

* * *

I can think of no time in the history of business when opportunities are so great for men of sales and advertising ability . . . the job the company has entrusted to you is a big one, limited only by the limit of your own imagination, energy and capacity for getting things efficiently done. In closing I welcome you into our organization and promise you the utmost cooperation from the president's chair.—W. G. MOULTON, *President*.

Fourteen Window Displays Win Awards During National Allen-A Week

The recent window display contest conducted by the Allen-A Company, makers of hosiery and underwear, at Kenosha, Wisconsin, in connection with National Allen-A Week, brought out so much excellence and originality that the company had difficulty in determining the awards, according to E. O. Hand of the advertising department.

In judging the displays the four fundamentals of window display advertising were considered: attention value, prominent display of name and product, appeal and sales suggestion. Displays rating high in these four qualities were judged to be of greatest sales value.

The first and second prize winners, Mayer Brothers, Lincoln, Nebraska, and the Ladin Company, Houston, Texas, of which Dan Heye is display manager, both designed windows rich in attention value. Mayer Brothers made use of a cardboard artist, paint brush and palette in hand, putting the finishing touches on a huge Allen-A medallion. Sprays of leaves were placed in the background and it was easy to imagine that the same artist had given these leaves their Fall reds and yellows and had also selected the hosiery shades to harmonize most perfectly with the season's colors. Announcement of the 20 per cent reduction on all Allen-A merchandise, offered during the week to obtain new friends for Allen-A products, was given a central position in the Mayer Brothers display.

The Ladin Company installed a miniature hosiery department, complete in every detail, in their prize-winning window. Two lifelike models—a saleswoman and a customer—appeared to have just completed a transaction. The customer was leaving the counter with her Allen-A hosiery wrapped in an Allen-A merchandise envelope. National Allen-A Week and the 20 per cent reduction were prominently featured.

Other prize-winning windows were of almost equal merit and from all parts of the country came reports that the window displays used in the promotion of National Allen-A Week were large factors in the success of this introductory sale.

Seventeen cash prizes were awarded in the contest: first, \$100; second, \$50; third, \$25, and fourteen prizes of \$10 each. The third prize went to the Eagle Store Company, Chicago, for which R. H. Logenbaugh is display manager.

How I Sold the Medical Profession in Britain

(Continued from page 553)

sults which I regard as satisfactory, and it may be of interest to analyze them briefly.

Personal Representation. This is the most expensive method, but one that I regard as essential to establish a product firmly with the medical profession. It is no small part of the problem to secure the right type of representative. He should have a pharmaceutical training and a basic knowledge of therapeutics and is best "discovered" by advertising in the daily and technical press. He must then be taught salesmanship by one with long experience behind him.

In this, probably more than in any other branch of salesmanship, so much depends upon the personality of the representative. His hours of calling are largely restricted to the doctor's consulting hours, and even in a large town, it is almost impossible to secure more than five or six interviews daily; in country districts less. It is, therefore, essential that each interview, however brief, should be definite and convincing.

Valuable Information

Rightly used, personal representation is invaluable to create confidence, to make and cement friendships, as a source through which valuable information can be secured, both as to local possibilities of one's own products and the activities of competitors—all of which is of untold value to my record department which collects and dissects this data for use through other avenues of publicity.

One illustration will suffice. I am just introducing a new product to the profession here and through personal efforts of my representatives have been able to arrange exhaustive trials in the leading hospitals of several of the large cities in this country. The clinical reports thus obtained are invaluable as propaganda to the mass of the profession.

Direct Postal Circulation. I quickly realized in my early days that this must be the backbone of my publicity. It has the advantage of comparative cheapness—for an outlay on postage of approximately £300.—the whole of the effective profession in this country can be covered—but it has the disadvantage of being in general use, so that one can be lost in the crowd.

Full postage rates should always be used in medical mailings. It therefore became necessary to consider means by which my mailing matter would be sufficiently distinctive to be

How many good dealers have you?

Your Representative Dealers do the bulk of your business and represent the "cream" of your sales. Developing more good dealers is the easiest and quickest way of doubling your sales. The dealer's your problem.

What's the Answer?

Good dealers are easiest to sell, if your proposition is sound and properly presented. They're half sold when you find out how to fit your proposition into their scheme of doing business. What we've learned about dealers in 15 years will help you.

R·E·SANDMEYER·&·CO.
153 NO. MICHIGAN AVE. CHICAGO
ADVERTISING
SALES ANALYSIS  MERCHANDISING PLANS

Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

Reaching The Washington Market

is reduced to a minimum of expense for a maximum of coverage—because The Star—Evening and Sunday—not only completely dominates the field in circulation but in prestige.

You only need ONE newspaper in Washington. You can't do without The Star—but you don't need any other paper.

The Evening Star

With Sunday Morning Edition

WASHINGTON, D. C.

New York Office:	Chicago Office:
DAN A. CARROLL	J. E. LUTZ
110 E. 42nd Street	Tower Building



Welcome to New York and the Alamar

BROADWAY & 71st ST.

Telephone, Edicott 5000

A Masterpiece of Modern Hotel Creation, Offering Every Convenience. Six hundred spacious rooms each with Bath, Shower and Servidor. For exceptional dining The Blue Room and Bonbonniere.

TARIFF MODERATE
UNDER KNOTT MANAGEMENT
Wire at OUR expense for
Reservations!

picked out of the mass. First and foremost I decided on quality, whether of envelopes, letter paper, mailing cards, booklets or whatever medium is employed. The best only satisfies me, and this policy has amply justified itself.

Distinction in style. The "somewhat different" style, that arrests attention and secures interest, followed as a matter of course, and without adopting any set stereotyped lines, I think I can rightly claim that "Napp" mailing matter is always distinguished and distinguishable.

My usual mailing program includes some form of dispatch to the whole of the profession every month. This is supported by special seasonal dispatches and supplementary distributions to sections of the profession specializing in various indications.

Handles Own Advertising

Acting on the principle that I know my own job best, the whole of the copy for letters, booklets, mailing cards, etc., is written in my own propaganda department, the lay-out done by my own artists, addressing by my own staff from my own mailing lists which are kept up to date weekly.

Here the natural question arises,—what are the results? In reply I can only say that the end amply justifies the means. In actual figures, results naturally vary according to the type of product, (e. g.) whether it is designed for specialists or general practitioners; whether it is a new line meeting a new conception in medicine as in the case of vitamins; or whether it is a seasonal product) and range from 2½ per cent returns to 10 per cent or more. I find that the returns come in rapidly. In fact, I am usually in a position to judge the result accurately three or four days after dispatch.

Sampling Schemes. I have heard it stated that unsolicited sampling schemes are sheer waste. Frankly, I do not find it so. It is all a question of opportunity and method. A sudden outbreak of some disease in a certain locality,—and every practitioner in that locality receives samples of a "Napp" product which is intended specifically for its treatment. In nine cases out of ten the product will be tried.

I desire to introduce a new product, say, for skin troubles. I see that every dermatologist has a sample. In addition, I have on file several thousand doctors who buy direct from me, and who are therefore in the habit of receiving parcels with regularity packed in the characteristic "Napp" style. An occasional free parcel both of old and new products is invariably wel-

comed. It adds little to my advertising costs, but means much to my prestige.

Medical Press Advertising. It is difficult to express the value of medical press advertising in terms of hard cash. Judged merely by the number of applications I receive through this source, press advertising is very costly. But I believe it is essential that any firm wishing to establish prestige with the medical profession should be seen regularly and prominently in the pages of the professional journals.

Medical Exhibitions. In my experience many so-called exhibitions are misnomers, and, from the point of view of the manufacturing exhibitor, valueless. On the contrary there are exhibitions which are valuable and which show good results for a moderate outlay. One only learns these things by experience. I make it an essential part of my publicity program to exhibit at the leading exhibitions. My records show that fifty or sixty interviews daily are undoubtedly valuable. Here the doctor may be met on ground free from the "atmosphere" of the consulting room. He voluntarily comes to the exhibition, frankly seeking to learn something of the latest advance in therapeutics. What more could the scientific exhibitor desire? So much, then, in brief for the method of creating interest. Just a word on the method of consolidating that interest into sales figures.

Sample Dispatches

I have previously mentioned that I have on my files several thousands of practitioners who buy direct from me. That, as will be assumed, is only a fraction of the business, the bulk being done through trade channels on prescription from doctors.

My contact with doctors, therefore, is mainly represented by sample dispatches, and to these I give as much attention as if they were cash orders. I do so, because it pays!

Packing material, paper, string, seals, address labels have each received careful consideration so that the doctor receives an attractive parcel, well packed, together with a polite acknowledgment of his courteous interest. The magnitude of this side of the business will be realized when I mention that my incoming mail for three days after a sample dispatch sometimes numbers 4,000 communications per day, each of which is dealt with on the day of receipt. I utilize every avenue of delivery—mail, motor and hand—and in cases of emergency—acropole post. Experience has taught me that speedy service is essential, possible and profitable.

To recapitulate, I believe the secret of success in this market lies (a) in a correct understanding of the psychology of the medical profession; (b) a policy of propaganda which conforms to its ethical standard; (c) an efficient organization to consolidate the interest created.

There is still plenty of room for new products of therapeutical merit, but whatever their value they will stand a poor chance of success here unless rightly handled under the direction of executives of wide British experience.

The Sales Managers' Book Shelf

(Continued from page 560)

perhaps for the old poor and the new very rich, than there was twenty years ago?"

Another gloomy article in *Harper's* for December is Anne W. Armstrong's "Have Women Changed Business?" She says—No; we "have another sex playing the old game, for purely personal success, oblivious of larger aims—"

Giannini Popularized Banking

"As Ford popularized the automobile, so Giannini did banking . . . He instituted a system of school children's savings . . . raised a great crop of prospective customers . . . knew no surer way of getting adults interested in his bank than through the interest of their children . . . The bank puts 40 per cent of its annual net profit into a fund and distributes it among all employees under a specially worked-out compensation plan." And David Warren Ryder in his article on "Giannini—Bancitaly" in December *Plain Talk* tells of the novel methods of this successful dealer in farm produce twenty-four years ago. "Bank of Italy and its branches opened at nine and kept open until five every day in the week except Sunday." No splendid isolation of officers. Indeed they actually asked depositors to buy Bank of Italy stock—and lent them money to pay for the stock!

The Fur Business

The same number of *Plain Talk* has an article by Harry Serwer, "Why the Fur Business Has Flopped." Poor credit system, terrible styling, no standards of quality are the reasons. He recommends a credit exchange, no long term buying and prosecutions by Better Business Bureau where they are most needed.

YOUR SECOND MEDIUM IN DALLAS

The first choice of national advertisers in the Dallas market is The Dallas Morning News.

The News carries about as much national advertising as all other Dallas papers combined.

But what is the second choice?

In steadily increasing numbers the space-buyers of America are listing The Dallas Journal in combination with The News.

The News and The Journal are sold at an optional combination rate that means the added advantage of maximum economy.

* * * *

The News and The Journal are members of the A. B. C.

* * * *

One order, one billing, one set of plates, mats or copy are sufficient.

The Dallas Morning News The Dallas Journal

Use the combination for economy

(Headline in Chicago Tribune)

"STEEL MILLS RUN 90 PER CENT"

GARY—home of the World's Largest Steel Mills—is a rich market of unprejudiced buyers—is a market of 110,000 people with the wealth more evenly divided—everyone has money to buy your product.

GARY merchants know their advertising! They used enough space to make

THE GARY POST-TRIBUNE SECOND IN INDIANA

in local newspaper advertising. That tells the story. Post-Tribune space will be just as profitable for YOU! Make your schedule include

The Gary Post-Tribune

(Evening)

A City of 110,000

A Trade Area of 250,000


National Representatives

BURKE, KUIPERS and MAHONEY

NEW YORK

CHICAGO

AN ARISTOCRAT OF NEW YORK HOTELDOM



THE ANSONIA
BROADWAY AT 73 ST. NEW YORK

Patrons of Prominence Choose The Ansonia!!

1400 Homelike Rooms
very spacious and sumptuous furnishings

—Rates Will Surely Please—

Room with private bath \$3 per day up
For two \$5 per day up
Parlor, Bedroom & Bath \$6 per day up

Restaurants of exceptional merit!
Wire at our expense for Reservations

THE BUSY LIFE of WILKES-BARRE, PENNA.

Focused in Wyoming Valley's greatest home newspaper. Established in the third populated center of the second most populated state in the United States.

WILKES-BARRE TIMES - LEADER

Covers a ten-mile radius of greatest wealth in the Anthracite region. Ideal for try-out work, as well as maintenance campaigns.

WILKES-BARRE TIMES LEADER

Published each weekday afternoon at 44-48 West Market St., Wilkes-Barre, Pa.

STORY, BROOKS & FINLEY

Special Representatives: New York, Philadelphia, Chicago, Los Angeles, San Francisco

Crosley Acts First—Explains Later

(Continued from page 543)

priced radio sets, and he decided that with the Amrad as a high-price line and the Crosley as a popular-price line, any distributor would have all the radio he could well give the proper attention and sales effort.

Perhaps it should be explained that there are very few exclusive radio distributors. Most of them are electrical distributors, hardware jobbers, automotive supply jobbers, or music houses and most of them are distributors for more than one line of radio sets. Any manufacturer knows what that means in the way of selling effort, or the lack of it.

Only Aggressive Distributors

"Prior to this year we had a multiplicity of distributors, and for good reasons," Mr. Crosley explained. "We wanted to become widely known in the trade and we wanted to learn all we could about individual distributors and territories. At one time we had about 275 distributors; now we have only about 100, and we are selling several times as large a volume now as then.

"What we want now is distributors who will push our line aggressively and to the best advantage. When it came time to weed out the distributors, we already knew which ones we wished to retain and just what territories they should have. We knew, for example, that a hardware jobber would give us the best representation in one territory, an electrical distributor would do best in another, an automotive supply jobber in another, and so on. We knew, too, that a distributor in one small town near a big city would do better for us than would our distributor in the big city if he were given the territory. We also knew the circulation range of principal newspapers and in some cases we gave distributors territory that they didn't want or took away from them territory that they did want, because we knew the circulation range and influence of the newspapers in which they would advertise.

"Each distributor was assigned a quota by months for the year and we keep close check on his performance. We know the dollars and cents volume his territory should produce each month and if he is doing a satisfactory job, he won't miss his quota very far. Each month he sends in a report of his sales of sets and speakers by models and by dealers, with totals, and this volume is posted on his quota card under 'Sales' and opposite his quota for the month. At the same time, we in-

dicate by means of colored crayons on an outline county map of the U. S. the counties in which he has made sales that month. The map shows whether he is covering his territory and the cards show how his sales month by month compare with his quotas for the corresponding months.

"Another phase of the plan is an advertising agreement whereby we and the distributor together bear half the dealers' advertising expense. The dealer publishes an advertisement of our product, pays the bill, and turns the statement over to the distributor, together with a copy of the ad. The distributor reimburses the dealer to the extent of 50 per cent of the cost of the ad, attaches his statement, and forwards the ad and statement to us, whereupon we credit him with our share of the cost.

"In this way we know how much our product is being advertised by the local dealers, the dealers are able to advertise more than they could otherwise, and we are getting more for our advertising dollar. We of course continue our national advertising and bear that expense alone. The dealer gets this advertising allowance only on what we consider legitimate ads and this has practically stopped a practice that formerly was notorious in the radio business. We don't want any of the so-called gyp dealers to handle our product."

Also a Broadcaster

In introducing the exclusive distributor plan, Crosley called in the distributors a few at a time and sold them on the idea, then announced the plan at a convention of distributors in May.

Ever since he became a radio manufacturer, Mr. Crosley has been interested in broadcasting. He has operated Station WLW for several years and for some time has also been operating Station WSAI. On October 29 he dedicated for WLW a new 50 kilowatt transmitter which is said to be the most powerful in existence. While he admits that radio broadcasting now has a definite commercial value, his interest in this phase of the business is based primarily on the service feature; that of supplying programs of high quality and the best possible transmission to the receivers which it is his chief business to manufacture and sell.

Crosley sales for the first ten months of this year show better than a 100 per cent increase over the same period of last year.

Business Indices

Holiday conditions have become a controlling factor in many lines and their influence is seen in rapidly expanding activities. The bank figures are eloquent of this in spite of the fact that clearings and debits this year are for six days compared with five days last year. Money rates show a slight tendency to further hardness due to commercial demands as well as security speculation. Commodity prices are still inclined to recession. Railroad earnings for October reflect decided improvement, several large systems reporting gains over 1926 as well as 1927.

Total Transactions

Bank clearings in the week ended November 22 amounted to \$13,440,550,000, 52.1 per cent higher than in the corresponding week last year which included only five days. All cities showed gains—New York 61.1 per cent and the outside cities 37 per cent. Debits against individual accounts amounted to \$19,114,106,000, 29.7 per cent above those of last year, the gain in New York being 36.4 and for outside districts, all of which were up, 20.2 per cent.

Margin of Profits

Commodity prices resumed last week the sagging tendency noticeable in the last six weeks, Irving Fisher's index dropping from 97.6 to 97.3, the lowest point since the third week in June.

Credit Conditions

Time money was a trifle higher than the week before, ruling at $6\frac{3}{4}$ to 7 in the last half of the week. Call rates were also up, at $6\frac{1}{2}$ to $7\frac{1}{2}$. Commercial paper held at $5\frac{1}{2}$ to $5\frac{3}{4}$.

Life Insurance Sales

Ordinary life insurance in October amounted to \$764,577,000, a gain over October, 1927, of 16 per cent. For ten months the increase was 4 per cent.

October Newspaper Lineage in Forty-six Cities

(Continued from page 573)

TOLEDO			
	1928	1927	Change
Toledo Blade ..	1,431,963	1,386,035	+ 45,928
News-Bee	865,609	810,425	+ 55,184
Totals	2,297,572	2,196,460	+101,112
WORCESTER			
	1928	1927	Change
Telegram	772,758	630,910	+141,848
Sun. Telegram ..	256,459	322,294	- 65,835
Eve. Gazette ...	861,920	708,015	+153,905
Totals	1,891,137	1,661,219	+229,918

RELIANCE



REPRODUCTION CO.

PHOTO-ENGRAVERS

LINE

HALF-TONE

BEN-DAY

3 & 4 COLOR PROCESS

OPERATING 24 HOURS A DAY

240 WEST 40TH STREET
NEW YORK CITY

LONGACRE ----- 1770

The Taxi Weekly

Covers the Whole Cab Industry

New York Edition goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays. National Edition goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.

Published in its Own Printing Plant at
54 West 74th Street—New York City

Our product will help to sell your product

The U. S. Printing & Lithograph Co.

COLOR PRINTING HEADQUARTERS
Cincinnati Brooklyn Baltimore

Let our nearest office solve your color
printing problem



No. 404

THE MOST UNKINDEST CUT OF ALL

was not said of a

LOWRY STOCK CUT

These bright, cheerful little cartoons give your article a good running start.

Catalogue on Request

LOWRY CARTOON CORPORATION

75 E. Wacker Drive Chicago, Ill.

Northern Illinois Group



**Joliet Herald-News
Aurora Beacon-News
Elgin Courier-News**

**83,422 People in
Harrisburg, Pa.—
225,000 in the
Retail Trading
Area—that's
some market!
45,000 circulation
at 11c a line is an
adequate, economical
newspaper coverage**

HARRISBURG TELEGRAPH

*Central Pennsylvania's
Greatest Daily*

STORY, BROOKS & FINLEY
New York - Chicago
Philadelphia

New Sales Problems Created by Montgomery Ward's Retail Stores

(Continued from page 552)

—using that term in its more liberal sense. Expressed in another way, the tendency of the times is to sell country customers goods which carry a minimum distribution expense and which represent, in their prices, the economies of sound and alert merchandising.

The mail-order houses and the chain stores have, in this way, contributed largely to increasing the purchasing power of the farmer's dollar and the leaders of the independent country merchants are realizing that they must make their contribution of this kind if they are to hold their own. Those country merchants who do not realize this seem to me destined to pass out of the picture. The consumer's dollar is bound to take the line of least resistance. And this is especially true of the farmer's dollar—because agriculture is just emerging from a long and painful period of depression.

Effect of Farmer

"We know something about this," says President George B. Everitt, "because, in 1920-21, when American agriculture suffered the most sweeping and ruthless deflation in its history, the losses of this company were not far from 18 million dollars. Its present sales are more than 300 per cent greater than in that fiscal year and are steadily increasing, month by month—being more than 174 millions for the first ten months of the present fiscal year. This is an increase to date for 1928 over the same period of 1927 of 12.14 per cent.

"This result could not have been accomplished without keeping steadily before us the objective of increasing the purchasing power of the consumer's dollar through economies in buying, in manufacturing and in distributing—cutting every corner of cost possible and passing the lion's share of the saving on to our customers. All successful retailing must be characterized by that course in the future—and this observation applies to independents as well as to mail-order and chain store houses.

"We have gone into chain stores because we have conclusively demonstrated that they increase our volume and thereby add to our buying power and because they bring us into closer contact with our customers and give us a more intimate knowledge of their needs and desires. Wherever we have opened a chain store we have tried to

fit ourselves into the community in a genuine way. For example, we have repeatedly made contracts with factories located in those towns; in some instances these orders have been very substantial and have resulted in considerable local rejoicing. Also our plan definitely involves employing local help to the greatest possible extent. Of necessity, we have had to put each store in charge of a manager trained in our line of merchandising—but the other employees, including the assistant manager, have been recruited from the home territory. Again, our fixed policy is that our store organization shall identify itself intimately with its community and its civic and social interests.

"The standard for Ward stores is high and exacting. Our chain store organization has adopted the slogan: 'Make Ward's the Best Store in Town.' That does not imply one that will put every competitive store completely out of class, but one so clean, attractive and satisfactory that no person visiting that town will be willing to leave without calling at our store. Certainly we do not wish to feel that our store is inferior to any other in any town we enter.

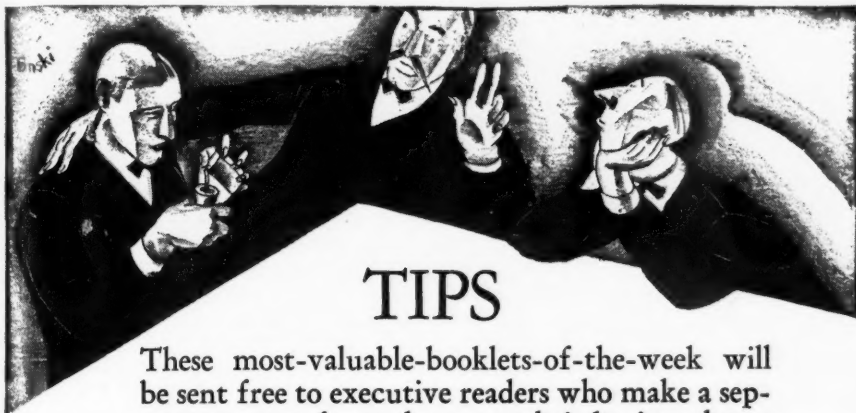
"Our latest financial set-up indicates that \$38,000,000 to \$40,000,000 is coming into the treasury as new capital. The major portion of this is going into chain store expansion. You may draw your own conclusions."

North East Solves Problem of Bootleg Replacements

(Continued from page 550)

sible service on our product throughout the country. This analysis revealed that the protection needed now is not so much from incapable workmen—because capable workmen now are plentiful—but from so-called 'pirate parts.' That is a problem of distribution rather than of service; getting our replacement parts into as many hands as possible, so that they will be available to every workman who makes an electrical repair on a North East equipped car. That is what we are aiming at now."

Instead of the service branches, the company now maintains parts depots in New York, Chicago and San Francisco. All sales are centered at Rochester and all defective equipment is returned to the factory.



TIPS

These most-valuable-booklets-of-the-week will be sent free to executive readers who make a separate request for each one on their business letter heads. Booklets will be mailed by the companies which publish them.

Address Sales Management, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Direct Mail and Advertising

The Direct Advertising Audit. A book which will be useful to any user of the mails; provides a way for checking up on returns against possibilities, and pointing the way to greater success in your next mailing. Prepared by the people who turned out \$480,000 worth of direct mail for Cadillac this year. Distribution restricted to executive users of direct advertising.

Classified Advertising Rate Guide, 1929 Edition. Gives circulations and classified rates for leading newspapers in all states, together with combination rates in best classified mediums by states and by sections.

How Dr. Johnson Would Marvel. A booklet which will help at those times when you want to find the exact word to express each shade of meaning.

Merchandising Aids

Cellophane—the Modern Merchandising Aid. A description of the uses for this new factor in unit package merchandising which is used by manufacturers of such diverse products as candy, textiles, tobacco, cosmetics, bakery goods, drugs, hair nets, etc. It is one of the best descriptive booklets which ever passed over this desk.

Public Merchandising Warehousing. This is a 300-page book which should benefit any executive responsible for his firm's distribution policies. More and more warehouse service is being used either instead of branch offices or to supplement them. The experience and methods of such companies as Corn Products Refining, Postum, Ludden's, Tanglefoot, Vick Chemical, Lever Brothers, Hoover, Comet Rice, Colgate, Borden, Carnation Milk, and others are explained in this

book. It is published by the American Warehousemen's Association, and they will be glad to send it to sales managers and other marketing executives. It is one of the most worthwhile books it has ever been our privilege to mention in "Tips."

1929 Red Book of Sales Building Helps. New data for setting next year's sales quotas and stimulating ideas for the sales force are contained in this book and a companion piece called "Building a Permanent Sales Structure," which will accompany it.

Where and How to Get More Business Next Year

Chain Drug Store Pink List. If you sell or contemplate selling through chain drug stores this list will be invaluable, at it gives names of chains with full information as to their size and territories covered.

Scenic, Historic and Industrial Chattanooga. We suggest that our readers keep an eye out for the surveys put out by various cities and chambers of commerce. Every one that we have seen contains information that will help the man who is operating salesmen in the territory, and this one about Chattanooga is one of the best.

Dallas—Distribution Center. One of seven reports prepared especially for sales executives by the chamber of commerce of Dallas. See page 515 of last week's issue for a complete list.

New Family Market. Specimen facts from this booklet: the wage-earning group buys 55 per cent of all retail merchandise, comprises 65 per cent of all urban families; since 1914 union wages have advanced 260 per cent while the cost of living has risen only 175 per cent, thus giving the wage-earner luxuries formerly undreamed of.

"A Gigantic Workshop With Sky for a Roof"

THE BEAUMONT TRADE TERRITORY

Monthly Industrial Payrolls

\$7,000,000.00

Covered Only by

BEAUMONT ENTERPRISE
AND
THE BEAUMONT JOURNAL

Ask Beckwith—He Knows

20,273,876 LINES

Carried in 1927

F TOTAL ADVERTISING
I NATIONAL ADVERTISING
R LOCAL ADVERTISING
S CLASSIFIED
T ADVERTISING

San Antonio Express
SAN ANTONIO EVENING NEWS

YONKERS

(NEW YORK)

HERALD

(EVENING)

Serves a rich home district. Enjoys the largest circulation between New York and Albany.

Population..... 110,000

Circulation 14,625 (ABC)

—Representatives—

GEORGE B. DAVID CO., Inc.
110 E. 42nd St. New York, N. Y.
1900 Wrigley Bldg. - Chicago, Ill.

FREE

If you are tired of groping for words that accurately express your thoughts, write for a free copy of

"How Dr. Johnson Would Marvel,"
which shows how you can have instantly available the exact word for your every shade of meaning.

HISTORICAL PUBLISHING CO.
Dept. SMX. 1334 Cherry Street Philadelphia

Account Changes

AMORSKIN CORPORATION, New York City, Amor Skin beauty preparation, to Erwin, Wasey & Company, there.

CARBEX CHEMICAL COMPANY, West End, New Jersey, Carbex automatic carbon remover, to the George C. Sherman Company, Inc., New York City. Outdoor and newspaper campaign to be developed state by state.

CORRECT MEASURE COMPANY, Rochester, Pennsylvania, gasoline pumps, to McClure & Wilder of Warren, Ohio. Trade papers and direct mail.

RE-NU PARTS CORPORATION, Holland, Michigan, to William H. Rankin Company, New York.

DEIMEL LINEN-MESH SYSTEM COMPANY, New York, Dr. Deimel Linen-Mesh Underwear, to George C. Sherman Company, Inc., there. Trade papers and direct mail; newspapers in spring of 1929.

MITSUBISHI SHOJI KAISHA, LTD., Japanese crab meat package company, New York City, to N. W. Ayer & Son, there.

KOLYNOS COMPANY, New Haven, Kolynos dental cream, to the John F. Murray Advertising Agency of New York.

JEWELL ELECTRIC INSTRUMENT COMPANY, Chicago, to A. H. Fensholt Advertising Agency, there.

COAST CEDAR SHINGLE COMPANY, Seattle, Fitite colonial-style cedar shakes, to Botsford, Constantine Company, there. National campaign in magazines.

SHERMAN CORPORATION, Boston, to William H. Rankin Company of New York.

SHAUGHNESSY KNITTING COMPANY, Watertown, New York, Olovnit underwear, lingerie and hosiery, to Marx-Flarsheim Company of New York City.

SUN RAYED COMPANY, Frankport, Indiana, Sun Rayed tomato juice, to the Caldwell-Baker Company, Indianapolis. Newspapers.

AMERICAN MEDICAL CENTRE, New York, proprietary remedies, to George C. Sherman Company, Inc., of that city. Direct mail and newspapers in specific territories.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display

POSITION WANTED

ANALYST: Industrial engineer, experienced on reports, analyses and statistics of costs, production and sales, sales distribution and prospects, with exceptional knowledge of construction and operation of industrial, chemical and metallurgical plants, desires responsible position. Box 108, Sales Management, Graybar Building, New York, N. Y.

ATTENTION PRESIDENTS AND GENERAL MANAGERS—If you have an opening for a sales manager—assistant sales manager—district or branch manager—advertising manager—sales promotion manager—you may find the right man quickly and economically through this magazine. Classified rates, 50 cents per line of seven words, minimum, \$3.00. Display rate, \$10 per inch.

DISTRIBUTOR WANTED

We have developed an entirely new and improved principle in fire extinguishers, which requires the extending of our distribution Plan. For years we have been the largest manufacturer in the world of hand portable fire extinguishers. With the additions to our line, we are able to offer a salesman or organization a permanent connection, with ever-increasing sales possibilities. Only a limited number of distributors are required at this time. Write for complete details, stating age, experience, and other qualifications. Fyr-Fyter Company, 1741 Fyr-Fyter Building, Dayton, Ohio.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between

\$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established seventeen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES DEVELOPED during 28 years for clients by our direct mail plans, copy, campaigns. One product, 1923, an idea, this year \$100,000 orders booked. Fifty-year-old concern desired 50 national representatives in 1925; we produced 40 in three months. 700 dealers in 10 months, at \$3 each, for another. Ten years Sales Promotion Manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Avenue, Buffalo, New York.

SALES

ADVERTISING EXECUTIVE

with successful record in marketing both staples and specialties through Jobbers, Department Stores, Retailers and Direct Consumer. Able organizer, personal producer, advertising, publications and direct-mail national campaigns. Past seven years with leading concern directing 90 salesmen, 10 branch offices. Box 107, Sales Management, Graybar Bldg., New York City, N. Y.

Index to Advertisers

	PAGE		PAGE
Alamac Hotel	578	Kumler, John M., Co.	529
American Weekly	532	Los Angeles Examiner	565
Ansonia Hotel	580	Lowry Cartoon Corp.	581
Beaumont Enterprise & Journal.	583	Mill & Factory Illustrated	Cover
Campbell-Ewald Co.	554-555	New York News	569
Cappel, A., & Son	537	New York Sun	538
Chicago Tribune	Cover	Northern Illinois Group	582
Cleveland Press	557	Reliance Reproduction Corp. ...	581
Collier's Weekly	533	Review-Chronicle Nat. Adv. Bur.	531
Columbus Dispatch	573	San Antonio Express	583
Dallas News	579	Sandmeyer, R. E., & Co.	577
Des Moines Register & Tribune.	561	Taxi Weekly	581
Einson-Freeman Co., Inc.	Cover	U. S. Ptg. & Litho. Co.	581
Engraved Stationery Mfrs. Assn..	567	Wahl Co.	530
Erickson Co.	534	Washington Evening Star	578
Gary Post	579	Wilkes-Barre Times-Leader	580
Gibbons, J. J., Ltd.	584	Yonkers Herald	583
Green & Van Sant Co.	536		
Harrisburg Telegraph	582		
Historical Pub. Co.	583		

"GIBBONS knows CANADA"

Toronto Montreal J. J. GIBBONS Limited Advertising Agents Hamilton London Eng.
New York Office 2152 Graubar Bldg. Thomas L. Briggs Manager for United States